



Form 56-1
ONE REPORT
2024

VISION



To operate a sustainable business with reasonable profit objectives while promoting social stability and ethical integrity.



To be a leading enterprise of non-life insurance business with a network of offices, highly competent personnel, good services and the best technology.



Provide quality insurance coverage and quality protection for the benefit of policyholders, employees, shareholders and the general public.

MISSION

- Provide good and high quality services to customers with fairness and integrity.
- Innovate and develop new insurance products for the changing needs of society.
- Focus on quality of service and reasonable cost control to achieve utmost efficiency in the development of management system.
- Support and develop a good working environment and promote unity among employees as well as maintaining competitive benefits and compensation suitable for social environment.
- Invest in human resource development and encourage employees to be professional and maintain high ethical standard.
- Develop and implement new technology to effectively improve our service to the customers.

Contents

Message from the Chairman	02
Message from the Chief Executive Officer and President	04
Financial Highlights	06
Operating Performance from Underwriting	08
Organization Chart	10
The Audit Committee's Report	12
The Remuneration, Nomination and Sustainable Development Committee's Report	14
The Risk Management Committee's Report	16
The Investment Committee's Report	18
The Executive Board's Report	19



Section 1 Business Operation and Performance

Structure and operation	21
Risk Management	49
Driving business for sustainability	60
Management Discussion and Analysis	77
The Company's general information	94



Section 2 Corporate Governance

Corporate Governance Policy	96
Corporate Governance Structure and Information of Committees, Subcommittees, Executives, Staffs and Others	120
Corporate governance performance report	150
Internal control and related parties transaction	166



Section 3 Financial Statements

Financial Statements	170
----------------------	-----

Attachments

Attachments 1	266
Details of Directors, Executives, Chief Financial Officer, Person Supervising Accounting and Company Secretary	
Attachments 2	279
Details of subsidiary's director	
Attachments 3	280
Details of Heads of the Office of Internal Audit and the Office of Compliance	
Attachments 4	282
Details of assets for business operations	
Attachments 5	282
Corporate Governance Policy, Code of Conduct and Board of Directors and Subcommittees Charters	
Attachments 6	282
The Audit Committee's Report	

Message from the Chairman

Mr. Suchin Wanglee
Chairman of the Board
of Directors



Dear shareholders,

On behalf of the Board of Directors of the Navakij Insurance Public Company Limited ("the Company"), I would like to extend my heartfelt gratitude to shareholders for your steady support and trust in the Company over the past year. This year has been challenging economically and operationally, as the world still faces uncertainties from various factors, including geopolitical changes, industry adjustments, and rapidly changing customer demands.

In the past year, the Company's growth rate did not meet the set targets. The direct insurance premiums were lower than estimated, resulting from reduced purchasing power due to the economic slowdown. The tightening of automobile loan approvals by financial

institutions led to lower car sales. Additionally, the risk of insuring electric vehicles was higher than that of combustion vehicles due to the rapid reduction of car prices, while the cost of spare parts remained high.

The Company's loss ratio in 2024 increased compared to the previous year, mainly due to three factors: the severe flooding crisis in the northern and southern regions of Thailand caused by the La Niña phenomenon, which led to heavier rainfall and widespread property damage; rising medical inflation and unnecessary medical expenses; and the higher cost of spare parts and repair cost for electric vehicles compared to combustion vehicles.

In 2024, negative factors such as higher inflation, the war in Europe, and stringent monetary policies affected financial and investment markets both domestically and internationally. Consequently, the Company's investment performance was inevitably impacted.

Due to the factors mentioned above, the Company experienced a slight loss. However, the Company has endeavored to adjust the strategies and business plans as well as enhanced operational efficiency, and strictly decreased expenses. This is reflected in the Company's financial ratios, especially Capital Adequacy Ratio (CAR), which exceeded the minimum requirement set by the Office of Insurance Commission, indicating the Company's financial stability.

Conducting business with stability, ethics, and reasonable profitability is an important matter for our vision to become a leading company in the non-life insurance industry. The Company is equipped with a network, quality personnel, services, and technology, providing valuable and quality coverage for the benefit of stakeholders and society. We are also committed to continuously improving and developing our business, especially risk management, and developing

insurance products that meet rapidly changing customer demands. Additionally, the Company has implemented strategies to enhance operational efficiency and customer service, develop personnel's skills, and adopt modern technology in our operations, maintaining high business standards with sustainable digital developments. Furthermore, the Company has established collaborations with business partners to enhance competitiveness, expand customer base, and increase market share in various regions for future growth.

Sustainable development is another key goal. The Company has implemented sustainable development practices in all aspects, focusing on efficient use of resources, energy and waste reduction. Additionally, we supported organizations and foundations that conduct social and environmental activities.

I sincerely thank the personnel for their hard work and dedication to our operation, and I extend my gratitude to the shareholders for your support and trust in the Company. I am confident that with the cooperation and commitment of all parties, the Navakij Insurance Public Company Limited will be able to move forward and achieve sustainable success in the future.

Message from the Chief Executive Officer and President

Pitiphong Bisalputra
Chief Executive Officer
and President



Dear Valued Shareholders,

In 2024, the Thai economy endured several challenges, particularly the uncertain economic growth and external pressures such as rising oil prices, increased interest rates, inflation which affected consumer purchasing power and global warming causing floods. Despite government measures to stimulate the economy, the non-life insurance industry continued to embrace numerous challenges.

The performance of the Navakij Insurance Public Company Limited ("the Company") in 2024 did not meet the targets. The Company recorded gross insurance premiums of 3,734 million Baht, lower than the estimated target, due to increased spending caution arising from the economic slowdown, decreased car sales due to stricter automobile loan approvals.

The claims costs were higher than estimated and that of the previous year due to the challenges in underwriting electric vehicles of which their parts and repair cost were more expensive than those of the combustion vehicles. Moreover, the higher claims cost also resulted from the climate change and the La Niña phenomenon causing major floods in several northern and southern provinces as well as medical inflation and rising healthcare costs which exceeded expectations. Furthermore, the higher inflation, interest rate hiked by the central bank, and the prolonged war in Europe caused volatility in the Thai stock market and export in the first half of the year, impacting the Company's investment results.

The Company could not avoid the negative impacts of these domestic and international factors. As a result, the Company's performance in 2024 showed a slight loss. However, the Company closely monitored the performance and situations as well as promptly adjusted strategies and business plans promptly. Therefore, the Company maintained the financial stability, with key financial ratios meeting the standards set by the Office of Insurance Commission (OIC). The Company's capital adequacy ratio was at 382.36%, higher than the OIC's minimum requirement of 140%. The Company is committed to recovering and continuously adjusting the strategy to improve future performance.

In addition to financial performance, the Company places significant importance on corporate governance standards, including transparency, internal controls, and risk assessments, to ensure effective and sustainable business operations. The Company is also committed to complying with relevant laws and regulations, especially preparing financial reports in accordance with

the International Financial Reporting Standard No. 17 on insurance contracts. The Company also promotes ethical management practices, taking into consideration the interests of all stakeholders.

The Company strives to balance business growth with contributions to social and environmental issues. It is committed to offering insurance products that meet the diverse needs of customers and promotes the use of technology and innovation in the services, as well as supporting activities that create value for society and the environment.

Finally, I would like to express my sincere gratitude to our shareholders, business partners, customers, and employees for their continuous support and collaboration. Even during challenging times, the Company remains determined to advance and thrive amid change and challenges. We look forwards to receiving your continued trust and support in 2025, as we move forward together to achieve sustainable success and growth.

Financial Highlights

Operating Performance and Financial Position as at 31 December

Unit : million Baht

List	Financial statements in which the equity method is applied	
	2024	2023 (Restated)
Financial position		
Total assets	5,837.59	6,065.93
Total liabilities	3,861.69	3,941.41
Total equity	1,975.90	2,124.52
Operating performance		
Gross premium written	3,734.02	3,823.85
Net premium written	2,810.84	3,052.06
Net earned premium	2,947.64	2,951.68
Profit from underwriting before operating expenses	311.27	423.03
Operating expenses	415.33	384.73
Other expenses and financial costs which expected credit loss is included	1.68	1.68
Total investments income and other income	89.03	89.66
Share of profit (loss) from investment in associates	(2.42)	0.09
Profit before income tax expenses	(19.13)	126.37
Income tax expenses	4.84	(19.09)
Profit for the year	(14.29)	107.28

List	Financial statements in which the equity method is applied	
	2024	2023 (Restated)
Per share comparison		
Basic earnings per share*	(0.38)	2.82
Dividends per share**	-	1.72
Financial ratio		
Return on investment (%)	2.56	2.11
Return on Equity (%)	(0.70)	4.98
Debt to equity ratio (Times)	1.95	1.86
Capital adequacy ratio (%)***	382.56	425.44

Note: Due to a change in the policy for recognizing claims recovery in the year 2024, comparative data for two years is provided.

* The Profits per share calculation adjusted the number of common shares used to calculate. It is considered as if the issuance of stock dividends occurred since the beginning of the first year in which the report is presented.

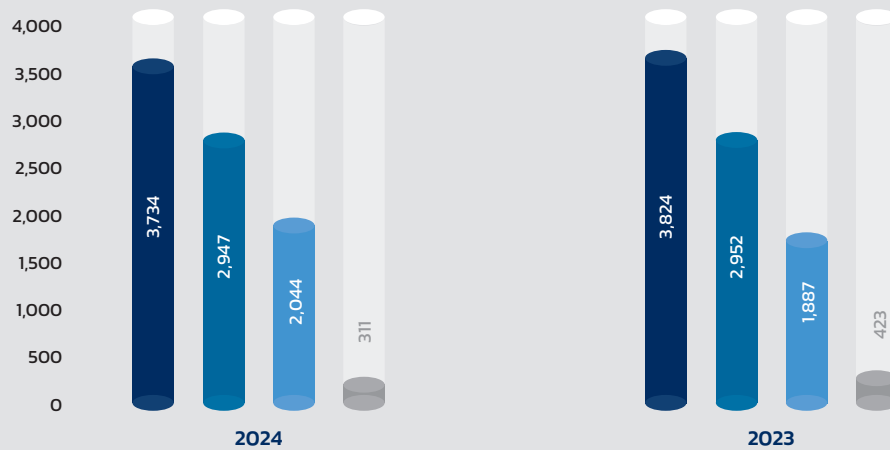
** Proposed to 2025 Shareholder's Meeting of in April 2025 for approval.

*** Information of 2024 that is unaudited.

Operation Performance Form Underwriting

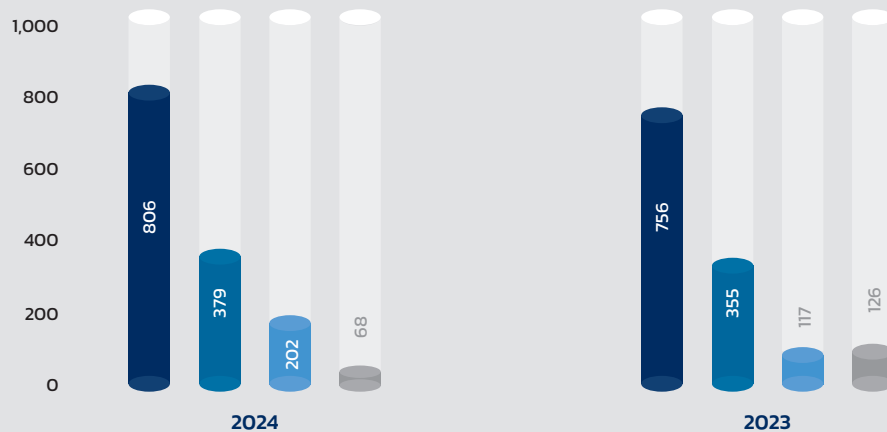
Total Underwriting

(Unit : million Baht)



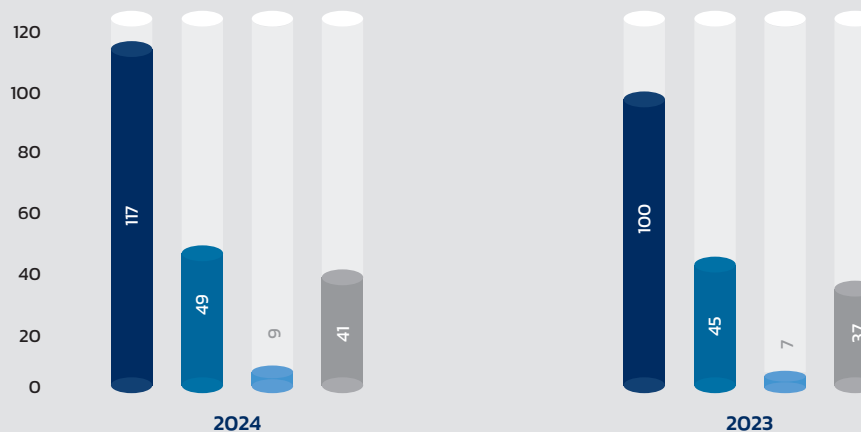
Fire Insurance

(Unit : million Baht)



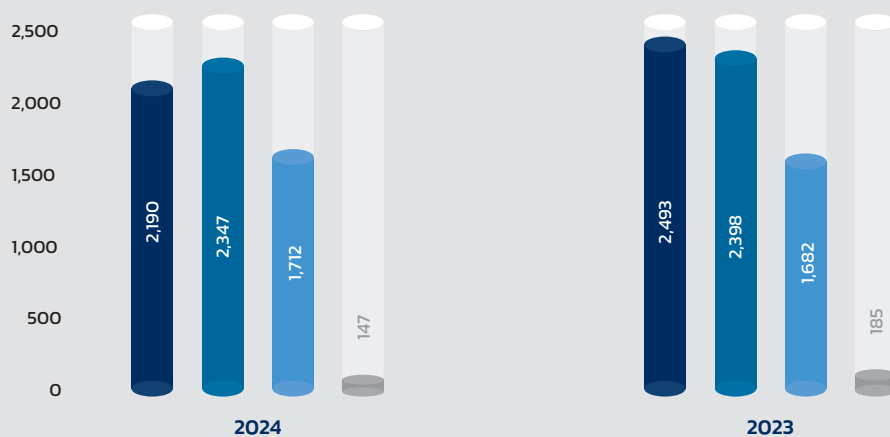
Marine and Transportation Insurance

(Unit : million Baht)



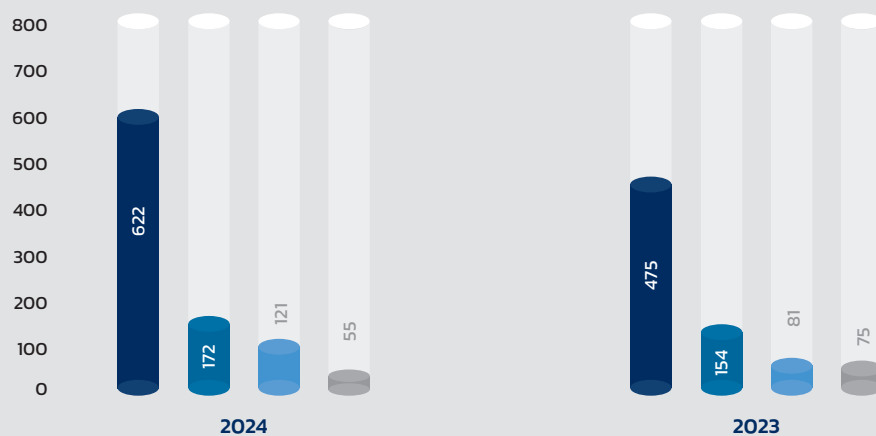
Motor Insurance

(Unit : million Baht)



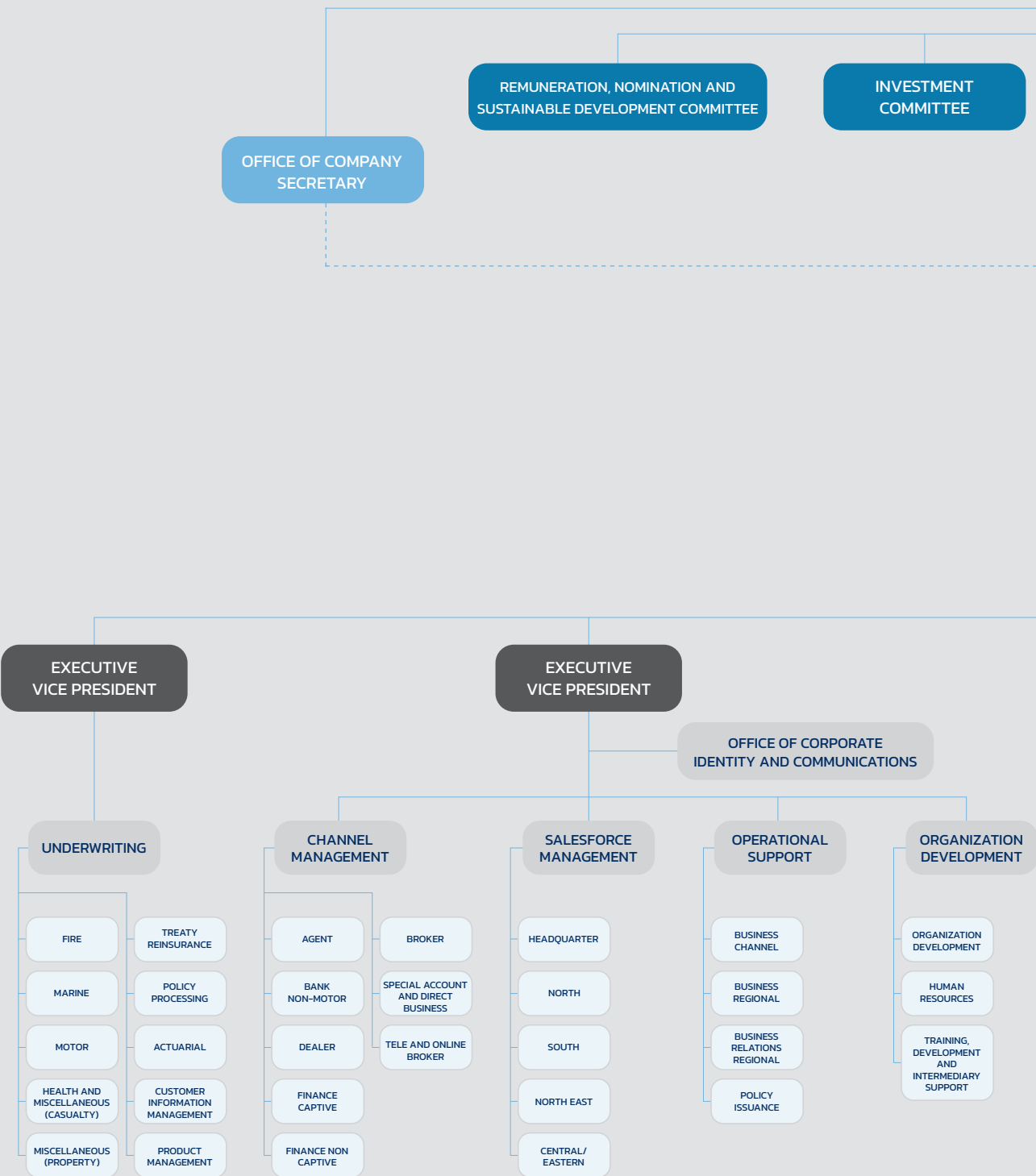
Miscellaneous Insurance

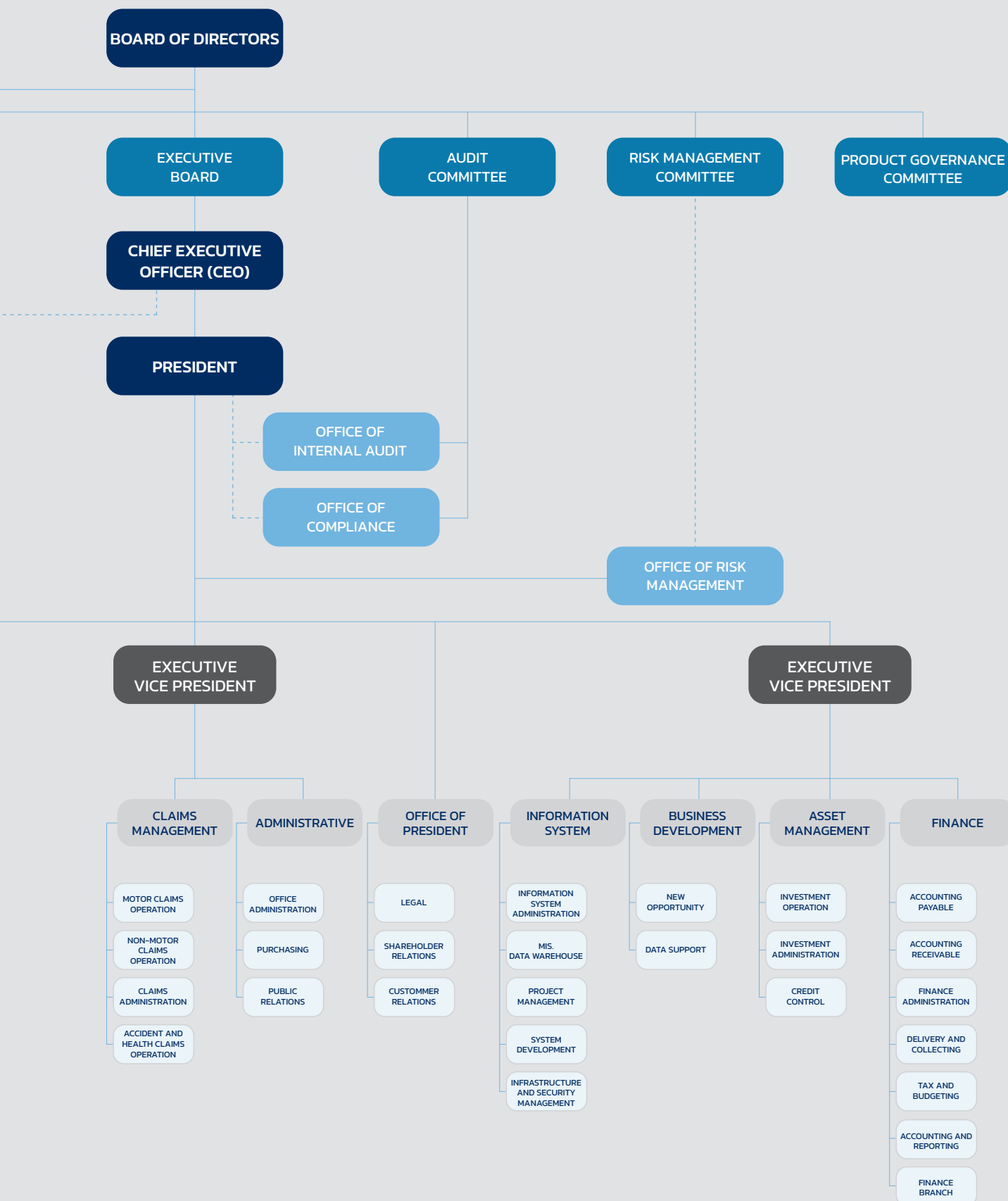
(Unit : million Baht)



● Premium written
 ● Net earned premium
 ● Claim and loss adjustment expenses
 ● Profit from underwriting before operating expenses

ORGANIZATION CHART





The Audit Committee's Report



Mr. Kiet Srichomkwan
Chairman of the Audit Committee

The Audit Committee (the “Committee”) comprises 3 independent directors, namely Mr. Kiet Srichomkwan as the Chairman of the Committee, Gen. Montree Sungkasap and Mrs. Wanida Chansikarin as the Committee members. They are highly competent and experienced in organization management, finance and accounting.

During the year 2024, the Committee held 10 meetings. Details of the meeting attendance are as follows:

- | | |
|---|----------|
| 1. Mr. Kiet Srichomkwan | Chairman |
| Meeting Attendance 10 times of 10 times | |
| 2. Gen. Montree Sungkasap | Member |
| Meeting Attendance 10 times of 10 times | |
| 3. Mrs. Wanida Chansikarin | Member |
| Meeting Attendance 10 times of 10 times | |

The Committee performed its duties as assigned by the Board of Directors and supervised the Company’s operation in accordance with the charter and the

Corporate Governance principles. The performance report for the year 2024 is as follows:

1. The Committee reviewed the quarterly and annual financial statements reports. The Committee joined meetings with the Company’s executive officers e.g. Vice President of Finance Department, Vice President of the Office of Internal Audit as well as the Company’s external auditor, to discuss whether the preparation of financial statements complied with relevant law and financial reporting standard. The meeting was held to ensure that the audited financial statements were accurate according to financial reporting standard and disclosed information were adequate, complete and reliable. Notes of the external auditor were considered and applied to achieve optimum benefit to the Company. In addition, the Committee held a meeting with the Company’s external auditor specifically to ensure that the financial statements were prepared without any intervention and that

the Company's external auditor was independent. Executive Vice President who holds the position of Chief Financial Officer confirmed that the Company's accounting system was effective and was confident that all accountant transactions were collected and recorded completely according to current financial reporting standard. Reviewing the statements and explanation received from the persons in charge and the external auditor, the Committee formed an opinion that the financial statements were completely and accurately prepared according to the current financial reporting standards and also in line with the stipulations of the Office of Insurance Commission (OIC).

2. The Committee reviewed and assessed the internal control system together with the external auditor through reports of the Office of Internal Audit on regular basis. There was not any significant deficiency and the internal control system was reasonably adequate and appropriate. The Committee reviewed and assessed the annual internal audit plan which followed the risk assessment result, approved budget of the Office of Internal Audit and laurels of Vice President of the Office of Internal Audit. According to the internal control system evaluation conducted by the Board, the Committee had an opinion that the internal control system was adequate and appropriate.
3. The Committee reviewed the related party transaction or the transactions that may lead to conflict of interest and the compliance with relevant laws, rules and regulations. During 2024, the Company had related transactions which were normal business transactions. The compliance checklist has been implemented to ensure the adequate and appropriate compliance with the rules and regulations of relevant laws.
4. The Committee reviewed the efficiency and effectiveness of good governance and the compliance with rules, regulations and related laws. It was found that directors, executives, and employees conducted their duties in compliance with the policies as well as all relevant laws and regulations. The Company has been a member of Thailand's Private Sector Collective Action Coalition

against Corruption and the Anti-Corruption Policy has been implemented properly to its business.

5. The Risk Management Committee was appointed and assigned to be responsible for the risk management. The Audit Committee reviewed the management to ensure that the Company prepared a risk management plan and adequately followed up on risk management results. The opinion of the Audit Committee was presented to the Board of Directors for consideration in order to improve the risk management efficiency in compliance with the regulations and guidelines of the Office of Insurance Commission.
6. The Committee reviewed the Audit Committee charter on a yearly basis to be in line with new laws and regulations as well as current situation. The Committee also evaluated their performance, of which the result was ranked in a good level and regularly improved.
7. The Committee evaluated the external auditors' performance during the past year, of which result was satisfactory. It also considered their independence and qualifications and was of opinion that they were conformed to criteria regulated by Securities and Exchange Commission. Therefore, the Committee recommended that the Board of Directors appoint Ms. Narissara Chaisuwan, C.P.A. Registration No. 4812 or Ms. Rachada Yongsawadvanich C.P.A. Registration No. 4951 or Ms. Saranya Pludsri, C.P.A. Registration No. 6768, all from EY Office Limited, to be the Company's external auditor for the year 2025. The auditors' remuneration, totaling 3,420,000 Baht, was also proposed for the Annual General Meeting of Shareholders' approval.

The Committee was of the opinion that the Company adheres to the Good Corporate Governance principles in conducting business, with an adequate internal control system, efficient risk management, accurate and credible accounting system and financial reports. The operation complied with relevant laws and regulations and the Company monitored and assessed business situation on regular basis.

The Remuneration, Nomination and Sustainable Development Committee's Report

Gen. Montree Sungkasap
Chairman of the Remuneration,
Nomination and Sustainable
Development Committee



The Remuneration, Nomination and Sustainable Development Committee (“the Committee”) is appointed by the Board of Directors and is assigned to consider the remuneration of the Board of Directors, subcommittees and the Chief Executive Officer and the President, nominate suitable individuals to serve as a directors, subcommittees and senior executives, and develop the Company’s corporate governance and sustainable development guidelines according to best practices, international standards and relevant legal requirements.

The Committee consists of 2 independent directors and 1 non-executive director, with the Chairman being an independent director. In 2024, the Committee held 2 meetings. Details of the meeting attendance are as follows:

1. Gen. Montree Sungkasap	Chairman
Meeting attendance 2 times	of 2 times
2. Mrs. Phornpun Phornprapha	Member
Meeting attendance 2 times	of 2 times
3. Mr. Nipol T.Jeerawong	Member
Meeting attendance 2 times	of 2 times

The Committee is assigned to consider and screen important matters to support the Board of Directors. The summary of the important matters of 2024 is as follows:

Remuneration

1. Considering the structure, criteria and the remuneration of the Board of Directors and subcommittees. The remuneration is suitable by comparing with other companies in the same business, the competition, the economy, the operating performance and the dividend payment. The Committee also ensured that the remuneration would motivate the Board of Directors and subcommittees to perform duties efficiently and effectively. The remuneration structure remained the same as the previous year that members of the Board of Directors received incentive bonus and meeting allowance per meeting attendance while members of subcommittees received only meeting allowances. However, the Committee proposed to consider increasing the meeting allowance of the Board of Directors and subcommittees to be appropriate for

the current economic situation, as the Company has paid the same rate since 2007.

2. Proposing the remuneration of the Chief Executive Officer and the President that based on performances and compared to the predetermined goals which were in line with the Company's strategy, objectives and operating performance of the Company.

Nomination

1. Reviewing the Nomination Policy and the Succession Plan to be in line with best practices and submitting it to the Board of Directors for consideration and approval.

2. Proposing the 3 existing directors and 1 new director to the Board of Directors for appointment. The Committee nominated a list of qualified individuals from a database of the Thai Institute of Directors Association. Directors and shareholders are given the opportunity to propose individuals to replace the directors whose terms will expire in 2024 between 15 October 2024 to 31 December 2024. However, when the deadline expired, no one was nominated. In addition, a new independent director was proposed to replace the independent director who resigned. In nominating individuals to be directors, the Committee considered the composition of the Board of Directors to be in accordance with the corporate governance and relevant laws, considering the diversity in terms of knowledge, expertise, experience, gender, and age, as well as qualifications to be appropriate for the business operations, in accordance with the criteria of the Company, and without prohibited qualifications by law. In proposing the existing directors to be re-elected, the Committee will also consider their performance in the previous term.

3. Proposing that the Board of Directors considers reappointing the Audit Committee and the Investment Committee whose terms expired for another term by considering the qualifications and the performance in the past.

Sustainable Development

1. Reviewing the Code of Conduct, the Corporate Governance Policy, the Sustainable Development Policy, the Anti-Corruption Policy and Measures, the Whistleblowing Policy, and related policies to ensure that they are appropriate for business operations and in line with relevant laws, criteria, and practices.

2. Reviewing operations in accordance with the corporate governance, considering recommendations from the Thai Institute of Directors Association, and monitoring the performance of compliance with the Code of Conduct that showed no violated actions against the Code of Conduct were found in 2024.

3. Monitoring sustainable development implementation in 2024 and considering the implementation guidelines for 2025. The Committee deemed to continue the sustainable development plan from 2024 and presented it to the Board of Directors for approval, as well as monitored and ensured that the management considered incorporating sustainable issues into the strategies and business plans.

In 2024, the Company is ranked “Excellent” on the corporate governance of Thai listed companies by the Thai Institute of Directors Association, which reflects the Company’s determination to continuously develop and improve corporate governance to be in line with international standards, adhering to transparent business operations, considering the benefits of stakeholders for sustainable growth.

The Risk Management Committee’s Report



Mr. Nipol T. Jeerawong
Chairman of the Risk
Management Committee

The Risk Management Committee (“the Committee”) consists of 5 directors and an executive, who are Mr. Nipol T. Jeerawong, Chairman of the Risk Management Committee, Mr. Pitiphong Bisalputra, Mrs. Nalina Bodharamik, Mr. Anak Wanglee and Mr. Anin Wanglee. They are qualified and experienced in corporate management, risk management, investment and claims management.

In 2024, the Risk Management Committee held 5 meetings. Details of the meeting attendance are as follows:

1. Mr. Nipol T. Jeerawong	Chairman
Meeting Attendance 5 times	of 5 times
2. Mr. Pitiphong Bisalputra	Member
Meeting Attendance 5 times	of 5 times
3. Mrs. Nalina Bodharamik	Member
Meeting Attendance 5 times	of 5 times
4. Mr. Anak Wanglee	Member
Meeting Attendance 5 times	of 5 times
5. Mr. Anin Wanglee	Member
Meeting Attendance 4 times	of 5 times

The Risk Management Committee performed duties assigned by the Board of Directors and supervised risk management in accordance with the Committee’s charter and the notification of the Office of Insurance Commission. The Risk Management Committee’s performance report for the year 2024 is summarized as follows:

1. The Committee supervised the risk management to be systematic and continuous; efficient and effective for maximum benefit as well as in accordance with the framework and policies of the Enterprise Risk Management (ERM), the Own Risk and Solvency Assessment (ORSA), including business strategies and plans. Such supervision was to insure a stable financial status and capital funds; adequate and appropriate risk management and the ability to achieve the objectives or goals of the Company both in short term and long term.

2. The Committee determined the risk management framework and policy as well as the risk appetite and the risk tolerance. The framework and policy, which covered at least significant risks as prescribed by the Office of Insurance Commission (OIC) were presented to the Board of Directors for approval.
3. The Committee supervised the overall risk-related activities of the Company. The supervision included the development and implementation of risk management framework and policy across the organization to ensure that the Company conducted business correctly and effectively according to the risk management policy provided by the Board of Directors.
4. The Committee reviewed the risk management report to assess and monitor key risks and to ensure that the Company's risk management was adequate and appropriate.
5. The Committee presented and monitored risk status including changes in the overall risks of the Company. Moreover, the progress of risk management was followed-up and suggestions were provided in order to improve the risk management in compliance with the risk management framework and policy. The risk management reports were presented to the Board of Directors on a quarterly basis.
6. The Committee prepared a risk mitigation plan to handle emergency cases.
7. The Committee provided advice to the management and risk owners. Various information related to the development of risk management systems was also revised.
8. The Committee performed other duties as assigned by the Board of Directors.

The Investment Committee's Report

Mr. Pitiphong Bisalputra
Chairman of the Investment Committee



The Investment Committee (“the Committee”) consists of 3 members who are qualified and experienced in investment, namely Mr. Pitiphong Bisalputra as the Chairman of the Investment Committee, Mr. Nipol T.Jeerawong and Mr. Anak Wanglee as the members of Investment Committee.

In 2024, the Investment Committee held 4 meetings. Details of the meeting attendance are as follows:

1. Mr. Pitiphong Bisalputra Chairman
Meeting Attendance 4 times
2. Mr. Nipol T.jeerawong Member
Meeting Attendance 4 times
3. Mr. Anak Wanglee Member
Meeting Attendance 4 times

The Investment Committee is responsible for managing the Company's investments according to the investment policy, making a reasonable return at risk appetite. In the previous year, the Committee considered significant aspects of investment to be consistent with the current economic situation. Investment risks and returns were focused in order to achieve the expected return at risk appetite.

The Executive Board’s Report



Mr. Pitiphong Bisalputra
Chairman of the Executive Board

The Executive Board consists of 5 executives who were appointed by the Board of Directors to screen the operating matters and support the performance of the Board of Directors regarding determining policies, regulations and guidelines for management.

In 2024, the Executive Board held 48 meetings. Details of meeting attendance are as follows:

1. Mr. Pitiphong	Bisalputra	Chairman
	Meeting attendance	46 times
2. Mrs. Nalina	Bodharamik	Member
	Meeting attendance	42 times
3. Mr. Anak	Wanglee	Member
	Meeting attendance	39 times
4. Mr. Anin	Wanglee	Member
	Meeting attendance	42 times
5. Dr. Saran	Wanglee	Member
	Meeting attendance	34 times

The Executive Board performed duties as assigned by the Board of Directors. In 2024, the following matters were considered:

1. Prepared the Company’s business strategies, plan and annual budget. The growth target, which was comparable to the growth rate of the general insurance business, was set and proposed to the Board of Directors for consideration and approval.
2. Supervised the management to implement the business strategies and plans for achieving the goals.
3. Monitored the Company's performance and gave opinions, suggestions and solutions in case that the performance did not meet the goals.
4. Considered and gave opinions on market expansion plans for both central and regional areas, to expand sales channels and introduce new products to approach more potential groups.
5. Considered and giving opinions on market expansion plans to expand sales channels and new products to reach more target groups.
6. Reviewed and provided feedback on the modernization and suitability of the Company’s information technology systems to ensure accurate data processing.
7. Supervised the Company’s compliance with laws, rules, regulations and accounting standards.

Section 1

Business Operation and Performance

The Navakij Insurance Public Company Limited
56-1 One Report 2024

Structure and operation	21
Risk Management	49
Driving business for sustainability	60
Management Discussion and Analysis	77
The Company's general information	94

1. Structure and operation

1.1 Business overview

The Navakij Insurance Public Company Limited (the “Company”) was founded by Wang Lee family on 23 September 1933, originally named Luang Lee Insurance Company Limited and provided only two classes of insurance that were fire and marine insurance. On 15 December 2004, the Company was granted permission to conduct all types of non-life insurance business. After that, the name was changed to The Navakij Insurance Company Limited on 15 August 1985 and was listed in the Stock Exchange of Thailand with paid-up capital of 40 million Baht on 24 August 1990. The Company therefore converted from the Company Limited to The Navakij Insurance Public Company Limited on 20 August 1993.

The Company is committed to developing its business for stable and sustainable growth by continuously adhering to corporate governance principles. It consistently improves its work systems and services. Currently, the Company has a total registered capital of 380 million Baht, fully paid up, and operates 24 branches, providing services in both metropolitan and regional areas.

Currently, the Company operates in all types of non-life insurance, including fire insurance, marine and transportation insurance, motor insurance, and miscellaneous insurance.

Underwriting

Direct insurance is to underwrite through agents, brokers, corporate brokers, and branches of the Company. The proportion of underwriting is more than 90% of the total written premium.

Reinsurance and retrocession are ceded to and accepted by other insurance companies to spread risks.

Investment

In addition to underwriting, the Company manages income by investing to be able to allocate insurance reserves sufficient for the obligations to insurance creditors. The type and proportion of investment must comply with the Notification of the Insurance Commission (OIC) Re: Investments in other businesses of Non-Life Insurance Companies B.E. 2013 and amended version. The investment is diversified in various types of assets such as deposits with financial institutions, promissory notes, government bonds, debentures, stocks, and unit trusts.

1.1.1 Vision, objectives, goals and business strategies

The Board of Directors has reviewed and approved the strategy, business plan, and business direction, which are reviewed annually by the management to adapt to changing business conditions. They also approved the annual budget proposed by the management. For the year 2024, the Company has set a strategy continuing from 2023, focusing on maintaining growth in the insurance business,

particularly non-motor insurance. This includes building trade partnerships and promoting proactive online marketing to expand business channels, developing new products such as micro-insurance and cyber risk insurance to align with current situations and support government projects. Additionally, the Company is enhancing digital services, such as claims services, allowing customers to check preliminary insurance information via an application. The Company is also continuously developing automated systems to stay modern and support business expansion. Furthermore, the Board has approved the organizational development strategy for sustainability, which aligns with the Company's strategy and business plan.

To ensure that everyone in the organization shares the same goals, the Board of Directors has established the Company's vision and mission, which are regularly reviewed to align with current circumstances. The Board has decided to maintain the company's existing vision and mission as follows:

Vision

- To operate a sustainable business with reasonable profit objectives while promoting social stability and ethical integrity
- To be a leading enterprise of non-life insurance business with a network of offices, highly competent personnel, good services, and the best technology
- To provide quality insurance coverage and quality protection for the benefit of policyholders, employees, shareholders, and the public

Mission

- To provide good and high-quality services to customers with fairness and integrity.
- To innovate and develop new insurance products for the changing needs of society.
- To focus on quality of service and reasonable cost control to achieve utmost efficiency in the development of the management system.
- To support and develop a good working environment and promote unity among employees as well as maintain competitive benefits and compensation suitable for social environment.
- To invest in human resource development and encourage employees to be professional and maintain high ethical standards.
- To develop and implement new technology to effectively improve our service to the customers.

1.1.2 Significant changes and developments in the past 3 years

2022

- The Company increased registered capital by 10 million Baht to support stock dividend payment to shareholders by issuing 1 million new ordinary shares with a par value of 10 Baht per share. As a result, the registered capital of the Company increased to 360 million Baht.

2023

- The Company increased registered capital by 10 million Baht to support stock dividend payment to shareholders by issuing 1 million new ordinary shares with a par value of 10 Baht per share. As a result, the registered capital of the Company increased to 370 million Baht.

2024

- The Company was certificated as a member of CAC (Thai Private Sector Collective Action Against Corruption) for the fourth time
- The Company increased registered capital by 10 million Baht to support stock dividend payment to shareholders by issuing 1 million new ordinary shares with a par value of 10 Baht per share. As a result, the registered capital of the Company increased to 380 million Baht.

1.1.3 Information of the proceeds

The Company did not offer any equity or debt securities in 2024.

1.1.4 Obligations committed according to securities offering (If any)

None

1.1.5 The Company's general information

Name of the Company	The Navakij Insurance Public Company Limited
Stock Code	NKI
Type of Business	Non-life Insurance
Registration No.	0107536000862
Year of Establishment	23 September 1933
First Trade Date	24 August 1990
Registered Capital	380 million Baht, comprised of 38 million shares 10 Baht par value
Paid-up Capital	380 million Baht
Headquarter Address	100/47-55 Sathorn Nakorn Tower, 25 th -27 th Floor, 90/3-6 Sathorn Thani Building, 1 st Floor, North Sathorn Road, Silom, Bangrak, Bangkok 10500
Telephone	(66) 2664 7777 and 1748
Fax	(66) 2636 7999
Website	www.navakij.co.th

1.2 Business type

1.2.1 Income structure

Direct premium

Unit: Million Baht

Direct Premium	2024		2023	
	Amount	%	Amount	%
Fire	805.87	21.58	756.36	19.78
Marine	116.77	3.13	100.05	2.62
Motor	2,189.60	58.64	2,492.58	65.18
Miscellaneous	621.78	16.65	474.86	12.42
Total	3,734.02		3,823.85	100.00

Profit (loss) from underwriting

Unit: Million Baht

Profit (Loss) from Underwriting	2024		2023 (Restated)	
	Amount	%	Amount	%
Fire	68.78	22.10	125.87	29.75
Marine	40.85	13.12	37.05	8.76
Motor	146.76	47.15	185.00	43.73
Miscellaneous	54.88	17.63	75.11	17.76
Total of profit (loss) from underwriting before operating	311.27	100.00	423.03	100.00
Operating expense	415.33		384.73	
Total of profit (loss) from underwriting	(104.06)		38.30	

Investments Income

Unit: Million Baht

Investments Income	2024		2023	
	Amount	%	Amount	%
Interest income from debt securities	58.14	70.43	41.69	54.54
Dividends received from equity securities	46.97	56.90	58.08	75.98
Profit on investments	(11.45)	(13.87)	(14.51)	(18.98)
Fair value gain (loss)	(8.69)	(10.53)	(8.91)	(11.66)
Share of gain from investments in associates	(2.42)	(2.93)	0.09	0.12
Total investments and share of gain from investments in associates	82.55	100.00	76.44	100.00

1.2.2 Products information

The Company has been licensed to operate all types of non-life insurance business. Products of the Company are insurance policies that provide coverage against loss or damage to property and accidents. Most policies are valid for 1 year and categorized as follows:

(1) Products, services and innovation development

Motor insurance

Motor insurance provides coverage for damage from the use of car such as a collision or a rollover accident, a car loss, injury or death of a driver, a passenger and a third-party. The insurance covered damage to a third-party property, driver bail, and defending civil litigation. Types of motor insurance are as follows:

- Compulsory motor Insurance according to Road Accident Victims Protection Act, B.E. 1992, which is defined as the owner to provide car insurance for a victim.
- Comprehensive motor insurance provides 3 types of coverage that are car damage, third party liability and additional coverage, e.g., driver bail and personal accident.
- Voluntary motor insurance covers only damage arising from a collision with a road vehicle.
- Voluntary motor insurance covers only third party liability.

Fire insurance

Fire insurance provides coverage for damage to properties such as buildings, furniture, fixtures, machines and products stocks, that are caused by fire, lightning and other additional risks e.g., explosion, windstorm, floods and earthquakes. Moreover, the policy also covers loss from business interruption due to fire and other disasters. Types of fire insurance are as follows:

- Home insurance covers damage to residence arising from fire, lightning, explosion and natural disasters.
- Fire Microinsurance for Residential covers damage to properties arising from fire, lightning and explosion.
- Terrorism Insurance covers physical damage to properties arising from act of terrorism.
- Properties insurance covers physical damage to properties arising from strike, riot, malicious act, civil commotion, sabotage or terrorism.

Marine and transportation insurance

Marine and transportation insurance covers damage caused by accidents during domestic and international logistics either by car, train, ship, or plane. The insurance is divided into 2 types which are hull insurance and cargo insurance. The cargo insurance is the main product of the Company.

Miscellaneous insurance

Apart from the insurance mentioned above, there are other types of insurance as follows:

- Personal accident insurance covers personal injury, death, dismemberment or disability arising from accident.

- Microinsurance 200 Baht covers injury, death, dismemberment or disability due to accident and funeral expenses in case of death by illness.

- Travel insurance covers bodily injury caused by accident during a trip resulting in death or dismemberment including related medical expenses.

- Oversea travel insurance provides coverage when traveling abroad. The policy covers medical expenses due to injury and illness, death, dismemberment and permanent disability arising from accident, emergency medical evacuation, repatriation to Thailand, increased cost of travel delay, loss or damage to luggage and/or personal belongings inside the luggage, luggage delay and legal liability to a third party.

- Personal health insurance and group health insurance cover medical expenses such as room, meals, medicine, surgery, and doctor's fees.

- Personal health and accident insurance bundles health and accident insurance including hospital income benefit in case of cancer or heart disease.

- Cancer insurance provides coverage against cancer upon diagnosis for the first time with a lump sum for treatment, monthly payment for outpatient medical expenses after surgery.

- Golfer's insurance covers bodily injuries of the insured while playing or practicing golf, loss or damage to golf equipment including third party liability in case of bodily injury and or loss or damage to property arising from the insured.

- Burglary insurance covers the assets inside the insured place that are robbed or burglarized.

- All risks insurance covers loss or damage to property from all perils, except the ones specifically excluded in the policy.

- Contract work insurance covers assets in the construction project, machine installation, liability, equipment, tools including liability to third parties from the construction.

- Machinery insurance covers all assets that are machines such as generators, special machinery damaged by unexpected accidents such as design defects, lack of expertise, short circuits, explosion in physics or being defamed.

- Boiler insurance covers damage caused by explosion and collapse of boiler and pressure tank, that is caused by defects or misuse damaged to the life and property of third parties.

- Third party liability insurance covers legal liability of the insured to third parties for physical injury, death and damage to property.

- Money insurance covers loss of money in the insured place, which may be a safe or a vault, and outside the insured place on indicated way in the policy.

- Fidelity insurance covers financial loss of employer caused by fraud, embezzlement or corruption committed by an employee in connection with his duties as specified.

- Legal liability insurance for controlled business under type 3 according to Fuel Control Act, B.E. 2000 provides coverage against third party legal liability arising from fire and explosion from fuel business operation or fuel storage in business premises.

- Product liability insurance covers liability arising from unsafe products of entrepreneurs which may be caused by product defects.

- Gold shop insurance covers gold in case of robbery or snatching. The insurance also covers damage to buildings, safes, glass and furniture in an insured premise.

- Health Insurance for Non-Immigrant Visa O-A (1 year) and O-X (5 years) covers outpatient and inpatient medical expenses for foreigners throughout the period of living in Thailand.

- Other miscellaneous insurances

The Company reinsures all perils identified above. At present, the Company provided reinsurance from mostly local insurance companies, so the effect of exchange rate fluctuations is minimal.

Reinsurance

Reinsurance is a diversification of insurance risks in the proportion prescribed in the Non-Life Insurance Act B.E. 1992. The Company shall reinsure high sum insured properties with reinsurers in order to mitigate risks. Reinsurance can be divided into 2 types as follows:

- Facultative reinsurance provides coverage for an individual risk. The ceding company shall inform the details of each risk to reinsurers from time to time.

- Treaty reinsurance is a form of reinsurance which the ceding company makes agreement with the reinsurer to cede risks falling within the terms of the treaty during the contract period. Therefore, the reinsurer shall not consider risks which come within the scope of the contract.

The retention ratio will be set taking into consideration the capital, nature of risk and risk level of the insured properties. The selection criteria of reinsurers are specified in reinsurance strategy. The Company shall consider the credit rating of S&P or AM Best for selecting domestic and foreign reinsurance Companies with stable financial status.

Research and development

Product development

The Company is committed to enhancing processes related to insurance product development. Therefore, the Board of Directors has assigned the Product Governance Committee to consider the design, wording, and premium rates, managing them for the maximum benefit of customers. This includes developing and selecting insurance policies, determining the appropriateness of terms, benefits, and

premium rates to be offered, ensuring they meet the needs of target groups, and considering the suitability of sales channels according to the nature of the insurance policies.

After the economic recovery and adaptation to the post-pandemic era, consumer demand across all groups and age ranges continues to focus on increased risk management, particularly in insurance to protect both body and property. The highlight of the insurance business in this era lies in its ability to design products that effectively meet the specific needs of consumer segments.

For the year 2024, high-growth potential insurance products remain in the accident and health insurance sectors, particularly disease-specific insurance that meets market demands, such as critical illness, office syndrome, and lifestyle-related diseases in the digital era. The Company has developed a new product, "Office Syndrome Plus," which focuses on a variety of premium rates that flexibly respond to the purchasing power and specific needs of consumers in different age groups.

In the area of property insurance, the increasing severity of climate change and natural disasters has created a higher demand for products that provide coverage against natural disaster risks. Therefore, the Company has developed motor insurance that extends coverage to damages caused by natural disasters, aligning with the needs and behaviors of consumers in 2024.

Product development continues to focus on flexible designs this year, which can be adjusted according to circumstances, while also meeting individual needs. This approach aims to build confidence and continuously enhance trust in the Company's services.

Service development

The Company is advancing its development in Artificial Intelligence (AI) and Optical Character Recognition (OCR) to enhance the speed and efficiency of services and claim payments according to policy conditions for policyholders, third parties, and various partners.

Information technology systems development

The technologies that the Company applied to develop the organization are as follows:

- The Company plans to procure and develop a new Core Insurance system to replace the existing one. This new system will be expanded to handle increased workloads and integrate with the Ecosystem.
- Provide data exchange connectivity through Application Program Interfaces (API), coordinating operations within the Ecosystem.
- Develop customer and partner service channels to be more convenient and faster through the Line OA application and Web Portal.
- Upgrade all systems to Windows 11 to enhance security.
- Develop a new Batch Print system to replace the existing one, enhancing usability for greater convenience.

- Develop data systems, recording systems, and expense allocation systems to comply with International Financial Reporting Standard 17 (IFRS 17).

- Develop a new Intranet system

- Develop reporting systems to meet usage requirements and reduce printing and system maintenance costs.

- Create, deliver, and store documents in electronic format to reduce printing and system maintenance costs.

(2) Marketing and Competition

The Thai economy in 2024 is expected to grow by 2.7% (with a forecast range of 2.2% to 3.2%), maintaining the same estimate as the previous forecast and continuing from the 1.9% growth in 2023. This growth is driven by the recovery of the tourism and export sectors, with the number of foreign tourists expected to reach 36.0 million in 2024. Additionally, private consumption is expected to continue its recovery, growing by 4.6% (with a forecast range of 4.1% to 5.1%), an increase from the previous estimate. Despite economic pressures from flooding, government measures have compensated and increased public confidence. The export value of goods in USD is expected to grow by 2.9% (with a forecast range of 2.4% to 3.4%) due to better-than-expected recovery in the second and third quarters, as Thai businesses seize opportunities to replace Chinese products that have been subjected to increased tariffs by the United States. Additionally, government consumption is expected to grow by 2.1% (with a forecast range of 1.6% to 2.6%), and government investment is projected to grow by 0.8% (with a forecast range of 0.3% to 1.3%). However, private investment is expected to contract by -1.9% (with a forecast range of -2.4% to -1.4%) due to a decline in investment in machinery and equipment, particularly as a result of decreasing sales of internal combustion engine vehicles. Close attention should be paid to the adjustment of the Thai automotive industry. In terms of domestic stability, the general inflation rate is expected to be 0.4% (with a forecast range of -0.1% to 0.9%), down from the previous estimate due to declining global energy prices. For external stability, the current account balance in 2024 is expected to record a surplus of 10.3 billion USD, equivalent to 1.9% of GDP.

The Thai economy in 2025 is expected to accelerate its growth to 3.0% per year (with a forecast range of 2.5% to 3.5%) due to four main positive factors:

1. Private Consumption, Exports, Tourism, and Investment: Private consumption is expected to continue growing at 2.9% per year (with a forecast range of 2.4% to 3.4%).

2. Exports are likely to continue expanding in line with global demand and the economies of trading partners, with an expected growth of 3.1% per year (with a forecast range of 2.6% to 3.6%).

3. The number of foreign tourists visiting Thailand in 2025 is expected to reach 39.0 million, positively impacting business confidence. Additionally, the 2025 budget, which is ready for accelerated

disbursement, is expected to support government consumption growth at 2.2% per year (with a forecast range of 1.7% to 2.7%).

4. Investment will be another key driver of the Thai economy, supported by two main factors:

1) Private investment is expected to grow by 2.3% per year (with a forecast range of 1.8% to 2.8%), accelerating due to large-scale investment projects promoted through BOI measures. This growth is particularly evident in target industries that utilize advanced and environmentally friendly technologies.

2) Government investment is expected to grow by 4.7% per year (with a forecast range of 4.2% to 5.2%) due to accelerated disbursement of investment expenditures and the fast-tracking of large-scale infrastructure projects. These projects include the high-speed rail linking three airports, Phase 3 of the Laem Chabang Port development, and various double-track railway projects. These initiatives will enhance competitive capabilities and stimulate continuous private sector investment in domestic stability. The general inflation rate is expected to be 1.0% per year (with a forecast range of 0.5% to 1.5%), accelerating from the previous year due to strong domestic demand. External Stability, the current account balance is expected to record a surplus of 10.0 billion USD, equivalent to 1.7% of GDP (with a forecast range of 1.2% to 2.2% of GDP).

Factors Affecting the Thai Economy for example, 1) Increasing geopolitical tensions in various regions could limit and impact Thailand's economic growth in the future. For example, tensions in the Middle East could drive up energy prices, strategic competition between China and the United States, and concerns over the South China Sea disputes following joint naval exercises by Chinese and Russian forces. Additionally, the expanding role of new economic groups like BRICS and the informal strategic alliance of CRINK (China, Russia, Iran, and North Korea) could pressure the United States regarding the new world order. 2) The outcome of the US presidential election and the economic policies of the new administration will significantly influence global trade and economic dynamics. 3) Economic recovery of major trading partners of Thailand. 4) High levels of household and business debt could constrain future spending and investment. 5) Economic impact of flooding in various provinces.

In 2024, new car sales are expected to reach 560,000 units, a decrease of 28%. In 2025, the competitive landscape between internal combustion engine (ICE) vehicles and electric vehicles (EVs) is expected to remain the same. The government continues to support EVs, particularly through the Excise Department's tax structure adjustments to reduce taxes on Hybrid (HEV) and Mild Hybrid (MHEV) vehicles to encourage investment and price mechanisms for EVs. Battery Electric Vehicles (BEVs) are also being considered for extended production compensation under the EV3 measures, as proposed by EV manufacturers. This proposal includes extending the production compensation conditions for manufacturers receiving support under the EV3 measures, allowing them to transfer production compensation to EV3.5 measures and suspend subsidies until the compensation is fully met. The automotive industry in Thailand is experiencing a contraction due to strict lending conditions from financial institutions and household debt issues affecting consumer purchasing power. The commercial

vehicle segment is expected to see the largest decline, with sales potentially dropping by 6.8%, continuing from a 38.4% decline in 2024. This decline is mainly due to reduced sales of pickup trucks, which account for 85% of commercial vehicle sales, as buyers in this segment often have unstable incomes, impacting loan approvals. Domestic car sales in 2025 are expected to remain low at 550,000 units. In the medium term, recovery is expected to be slow, and sales are unlikely to return to pre-COVID levels by 2024 due to economic factors and changes in consumer behavior. Financial institutions are expected to maintain strict lending conditions, overall purchasing power remains fragile, and the competition in pricing is intensifying, causing some consumers to delay their car purchases. Additionally, financial institutions are likely to continue strict lending practices due to concerns over used car prices, exacerbated by excess supply from repossessed vehicles. This issue will continue to pressure new car sales and force dealers to compete on price, further devaluing automotive collateral. Government measures to review and assist consumers, including financial institution lending policies, are expected to gradually ease in the second quarter of 2025.

- The commercial vehicle market is expected to recover in line with improved domestic economic activities and export sector recovery. In 2025, the truck market will be supported by continuous growth in border transportation activities and cross-border trade. Meanwhile, the bus market will benefit from the resurgence of the tourism sector, helping to alleviate the overcapacity issue in the tour bus segment. In the medium term, it is essential to monitor the sharp increase in commercial vehicle imports, especially electric vehicles (EVs) from China. While these vehicles address environmental concerns, they pose a risk to domestic vehicle and parts manufacturers by potentially reducing their competitive edge.

- Hybrid and BEV is gaining increasing popularity. In 2025, sales of this segment are expected to reach around 210,000 units, accounting for 30% of total domestic car sales. The hybrid car market is a significant driver as consumers are more receptive to these vehicles, both in the mid-range (priced between 500,000 to 1,000,000 baht) and luxury segments. Meanwhile, BEV sales are expected to grow gradually, with a market share stabilizing at 10% of domestic car sales in the medium term. However, there are four main consumer concerns hindering BEV adoption: 1) Insufficient public charging stations. 2) Limited supply of domestic auto parts and repair shop options. 3) Consumer confidence affected by the BEV price war. 4) High ownership costs, such as insurance premiums and depreciation rates. The production capacity of BEVs in Thailand is increasing rapidly. By 2025-2028, it is expected to reach 600,000 units per year. Additionally, related industries are growing alongside EV production, particularly electric motorcycle manufacturing, battery charging/swapping stations, and EV parts and equipment businesses, which are attracting significant interest from Thai businesses.

The used car market in 2024 has been impacted by competition from the new car market and financial institutions' lending measures due to rising non-performing loans (NPL). The repossession rates of cars and pickup trucks by financial institutions have reached record highs as they attempt to control bad debts. This has led to a decrease in used car prices in 2024 compared to 2023. Consequently, private

sector representatives have coordinated with the government to implement debt restructuring measures for customers and delay repossessions to prevent business disruptions caused by financial institutions' measures. As a result, the decline in used car prices has slowed, and it is expected that prices will start to increase in 2025 to align with government measures, reflecting the true market value from the second quarter of this year onwards.

The used car market in 2025 is expected to improve compared to 2024, driven by government policies and proposals from the Thai Chamber of Commerce. However, it will still be affected by strict lending conditions for hire-purchase loans due to a lack of positive economic stimuli. Consumer purchasing power remains fragile and limited, leading to changes in car ownership behavior, with people keeping their existing cars longer. Additionally, intense price competition in the new car market directly impacts the used car market, reducing sales costs and market prices in some segments. Nevertheless, high-quality or low mileage used cars continue to attract consumer interest due to their better value compared to new cars. It is forecasted that around 250,000 used cars will enter auction yards, influenced by factors such as stable NPL rates, high household debt, and the growth of title loans. Used car prices are expected to increase by approximately 10-15%.

(A) Marketing of key products and services

Marketing policy in the past year

In 2024, the non-life insurance business faced both internal and external factors. The slower-than-expected economic recovery led to more cautious spending, reducing the money circulating in the system. Additionally, household debt reached record levels. Towards the end of the year, the severity of natural disasters increased, particularly major floods affecting almost every region of the country. The non-life insurance sector had to be more cautious, as flood risks, which were previously included as a bonus in fire insurance policies, became a significant factor causing high claim payouts. Motor insurance premiums declined due to the economic situation, with new car sales dropping by 26% from the previous year. The average insurance premium also decreased as fewer consumers opted for comprehensive policies. Marine and transportation insurance premiums contracted due to an oversupply of export goods from China, affecting Thai exports. Consequently, marine and truck transport insurance premiums also declined. Overall, the total insurance premiums received in the first nine months of 2024 amounted to 209,060 million baht, a decrease of 0.5% compared to the previous year. This marked one of the first instances of negative performance in the industry. The top-selling non-life insurance products were car insurance, all-risk insurance, and accident insurance.

In 2025, the insurance sector must closely monitor various challenges and risk factors, particularly the uncertainties in both domestic and global economies. These uncertainties affect the yield curve, which, despite its recent upward trend, requires careful asset investment selection. Trade wars and international conflicts impact inflation rates and consumer purchasing power, leading to higher living costs

and more cautious consumer spending. Additionally, political uncertainties, both domestically and internationally, affect consumer and investor confidence. The industry must stay vigilant and adapt its strategic direction promptly in response to changing circumstances. One significant change is the implementation of the International Financial Reporting Standard (IFRS 17), effective from 1 January 2025. IFRS 17 will provide a true reflection of insurance companies' financial statements, showing annual profits, income distribution, and expenses. It will also standardize product categorization, which must be managed concurrently.

The Company has continuously enhanced its competitiveness in the insurance market in 2025 for both non-motor and motor products. This is aimed at offering products to target markets both centrally and regionally, meeting the needs of target markets, partners, and general customers. The focus is on presenting products and after-sales services that align with the preferences of the younger generation, while still maintaining traditional services for customers and partners who are satisfied with them. Additionally, the Company is expanding its market and customer base in line with concrete government policies. The Company's portfolio is being adjusted to emphasize growth in the non-motor segment while maintaining continuous growth in the motor segment.

Partners, Target Customer Groups, Sales, and Distribution Channels

In 2024, the Company's overall performance varied across different sales channels due to market conditions, economic factors, partner policies, and Company-specific risk management strategies as per the Office of Insurance Commission (OIC) regulations. These factors had both positive and negative impacts on the overall economic outlook. For 2025, the business, marketing, and sales departments, both centrally and regionally, have collaboratively planned their operations. They analyzed business trends and partner policies for 2025, projecting growth rates based on economic conditions, interest rates, and inflation rates. The Company aims to align its pricing, underwriting, and after-sales service policies with the current market situation to ensure customer and partner satisfaction. The Company has set internal policies based on market assessments and is accelerating the development of its information technology systems to stay competitive in the non-life insurance market. The operational measures are tailored to the competitive landscape of each target customer group and business partner type, allowing the Company to compete effectively across various sales channels and attract new partners. Additionally, the Company is adjusting its internal management to align with its 2025 strategy, focusing on clear communication and appropriate policy setting. The key points are summarized as follows:

Approach 1 Expanding target customer groups for non-motor market

Expanding the partner base of agents, individual and corporate brokers, direct customers, and financial institution business groups that provide real estate loan services, focusing on target groups with a customer base of non-motor insurance. The Company has planned to support the expansion of the non-motor group, agents, individual and corporate brokers by developing insurance packages to support the

goals, such as fire insurance, liability insurance, and accident insurance packages designed specifically for target groups, such as events and SME businesses, building partnerships with existing partners, adding new partners, driving Cross-Selling and Up-Selling to increase sales, including offering digital products to present to target customer groups to increase marketing capabilities and access to various services of the Company, which will continue from 2024 for fast access and convenience.

Approach 2 Defining target customers for motor market

In 2024, the Thai car market experienced its lowest sales in 15 years, with expected sales figures falling below 600,000 units (sales for the first 11 months, from January to November 2024, were approximately 518,000 units, a 27% decrease compared to the same period last year). Sales declined for both passenger cars and pickup trucks, dropping by 20% and 40%, respectively. This aligns with production and export figures, as the Federation of Thai Industries (FTI) adjusted the car production target to 1,500,000 units (revised twice from 1.9 million to 1.7 million, and finally to 1.5 million), a decrease of over 300,000 units compared to 2023. Of this, 450,000 units are for domestic sales and 1,050,000 units for exports. The main factors affecting the market include the economic slowdown, high public debt, and non-performing loans (NPLs), leading financial institutions to be more cautious in granting loans, resulting in higher auto loan rejection rates. The competitive landscape in the car market in 2024 caused consumer concerns and lack of confidence due to the rapid price adjustments, leading consumers to wait for price stability. Additionally, research shows that Thai consumers are keeping their cars longer, from 6-10 years to 11-15 years, due to the economic slowdown affecting new car purchases. This is a factor that has affected the motor market to be less than expected. For 2025, many sectors expect the automotive industry to remain stable or improve slightly, as household debt remains high (90% of GDP). However, there are positive signs from lower interest rates, government debt management measures, and GDP growth expected at 3-4%. Financial institutions continue to tighten lending, and the Thai car market in 2025 is expected to remain stable or improve slightly to around 600,000 units, with approximately 90,000 units being electric vehicles (EVs). The EV price war is expected to continue but may ease compared to the previous year, with more reasonable promotions that are reasonable for the time. For instance, during model transitions, it is necessary to manage old inventory. The overall car market in Thailand may not exceed 2024 figures due to the aforementioned factors, including the used car price situation and financial institutions' loan approvals, which show no positive signs or clear changes. Therefore, it is unlikely that electric vehicle (EV) registrations in Thailand will reach the expected target of 200,000 units. Additionally, the enforcement of emission regulations in Thailand remains unclear. The Company aims to create and expand its target customer base continuously in 2025. In the competitive market of internal combustion engine (ICE) vehicles and EVs, the company must seek business opportunities in both new and used car markets. Furthermore, the company continues to prioritize after-sales services for car insurance customers and build confidence with business partners across all sales channels as follows:

1. Creating business opportunities in the used car market, regional markets, and cross-border markets. This will be achieved by offering competitive insurance premium rates that align with costs and remain competitive.

2. Adjusting the presentation formats of various products, especially for motor insurance packages Type 5 (Special Type 2 and Special Type 3), to align with target markets and groups across all distribution channels. This includes increasing the convenience of purchasing policies by offering more online purchasing options.

3. The use of technology, API and SFTP systems, and electronic processes to support operations that the company has developed and implemented to replace traditional operations. This is to support services for partners or target groups who have adjusted their work systems to use these systems for greater convenience and speed. This aims to reduce operational costs and increase convenience for job sources, partners, and customers across all sales channels, as well as for individuals interested in using the services.

4. Promoting the adoption of various product sales service models to support the digital market and align with job sources and target groups across all sales channels. This is to cater to those who are increasingly interested in and choosing to purchase insurance policies online.

Approach 3 Target group, regional customer group

1. The automotive finance and regional car dealership sectors have been impacted by sales and stringent measures on car loans for new and used cars, similar to the central region. The company continues to maintain its existing customer base, which it has been serving continuously. Growth has come from transferring customers from other insurance companies. The sales of combustion and electric vehicles, with which the company has partnered for nationwide insurance coverage, present an opportunity for the expansion of car dealership channels. This includes reaching target customers through dealer and broker channels that also provide services in the regions. In 2025, the company will increase its market share of Type 1 car insurance with partner garages and other types of car insurance. It is expected that the plans and projects presented by all sales channels to job sources will lead to overall growth and expansion of the regional automotive sector.

2. In addition to focusing on communicating and promoting the company's image to the public in the regions through branch offices, agent offices, and brokers, like the operations in the central region, in 2025, the company will increase its reach to target customers in the regions even more. This aims to expand the customer base and attract the public to use the company's various services. It also includes providing advice or consultation on all types of insurance to interested individuals.

Approach 4 maintaining the existing customers in the renewal year for continuous growth rate

1. Setting targets for the number of policies and insurance premiums and planning the management of the customer database for policy renewals of all types, both in the central and regional areas. This will be managed and decentralized under supervision and control.

2. Maintaining and increasing the renewal rate of policies across all sales channels, whether through direct or indirect operations, by implementing digital systems to track policy renewal services with the company's customer base in all sales channels. Coordinate with partners who are ready to collaborate in offering policy renewal services, focusing on management to reduce costs and increase convenience and speed for both partners and policyholders.

3. Creating opportunities to increase renewal premiums for small-scale and low-risk policies, such as residential fire insurance and small-scale fire insurance.

4. Implementing technology systems to support services, allowing job sources to manage services independently, such as through a Producer Portal.

(B) Competition Conditions

Non-Life Insurance Business in 2024

In 2024, the non-life insurance business had a total performance for the first three quarters (January-September) with direct insurance premiums totaling 209,060 million Baht. The economic slowdown has led to more cautious spending, resulting in less money circulating in the system and high household debt levels. Increased competition has broadly impacted various business sectors. The non-life insurance business continues to face challenges from both domestic and international factors, including economic recovery post-COVID-19, increasingly severe climate change, challenges in insuring electric vehicles, and the transition to a fully aging society. All these factors affect the growth of the non-life insurance business. The performance for the past nine months, from January to September 2024, showed a growth rate of -0.5% compared to the previous year.

The motor insurance premiums amounted to 116,909 million Baht, reflecting a growth rate decrease of -1.3%. This was due to the economic situation causing new car sales to shrink by 26.00% from the previous year, and the average insurance premium decreased due to the reduced popularity of purchasing Type 1 policies. Meanwhile, fire insurance premiums amounted to 8,329 million Baht, reflecting a growth rate of 7.3%. Marine and transportation insurance premiums amounted to 5,216 million Baht, reflecting a growth rate decrease of -2.1%, due to the oversupply of export goods from China affecting Thai exports, along with a contraction in marine cargo and truck transportation insurance premiums. Miscellaneous insurance premiums amounted to 78,606 million Baht, which saw a decrease in growth rate due to personal accident insurance, health insurance, and risk insurance.

In the first nine months (January-September) of 2024, the loss ratio for various types of non-life insurance was 56.9%, which is higher compared to the previous year. This increase is particularly notable in the motor and health insurance sectors, reflecting the need for risk management and strategy adjustments. The loss ratio for motor insurance was 61.7%, for fire insurance 23.7%, for marine insurance 30.0%, and for miscellaneous insurance 50.9% (all-risk insurance 44.0%, liability insurance 32.2%, personal accident insurance 48.8%, health insurance 65.5%, travel insurance 32.8%, and other insurances 40.9%). Due to the increased loss ratios in the three main sectors, motor, all-risk, and health insurance, the non-life insurance business saw a decrease in underwriting profits as of the third quarter of 2024.

The growth trend for the non-life insurance business in 2024 is expected to be between 0.0-1.0%, with direct insurance premiums totaling 285,790-288,650 million baht. This is due to the recovery of new car sales towards the end of the year, driven by stimulus measures and the easing of loan regulations. Additionally, the full recovery of both domestic and international tourism, along with the sluggish economy, may lead to longer mortgage repayment periods, necessitating policy renewals.

The trend for the non-life insurance business in 2024

The non-life insurance business in 2025 is expected to have direct insurance premiums totaling 291,240-294,100 million Baht, growing by 1.5-2.5% due to a clearer global economic recovery, especially in developing countries, which supports the expansion of the insurance business. The use of innovation and digital technology (InsurTech) is a key factor driving the insurance business forward by reducing costs, increasing efficiency, and making products more accessible to customers. Additionally, people are becoming more aware of the importance of insurance and natural disaster risks, leading to increased interest in fire insurance. Travel insurance continues to grow, supported by the strengthening baht and government efforts to stimulate the tourism economy. In the long term, the demand for liability insurance is also expected to increase as people become more aware of their rights to claim damages when violated. Overall, the insurance business is expected to continue growing in 2025.

Motor insurance is expected to grow by 1.0-2.0%, with direct insurance premiums totaling 161,550-163,140 million Baht. This growth is driven by the recovery of new car sales towards the end of the year, stimulated by economic measures and the easing of loan regulations. Although insurance premiums may increase due to higher loss ratios from the previous year, there are potential risks from consumers' tendency to purchase less comprehensive coverage (shifting from Type 1 policies to 2+, 3+, and 3), which may result in a decrease in average premiums.

Fire insurance is expected to grow by 5.5-6.5%, with direct insurance premiums totaling 11,180-11,280 million Baht. This growth is driven by the rising prices of buildings, which increase the insured value, and the public's awareness of natural disaster risks, leading to increased interest in fire insurance. Additionally, those purchasing real estate with extended loan repayment periods will need to renew their policies. However, there are risk factors from the potential slowdown in the real estate sector.

All-risk insurance is expected to grow by 3.5-4.5%, with direct insurance premiums totaling 37,890-38,250 million Baht. This growth is driven by the positive growth in the number of policies, the expected expansion of the manufacturing industry following private sector consumption, and the improvement in private sector investment. However, there may be a trend of premium rate reductions in large businesses (insured value over 5,000 million Baht), which could hinder overall premium growth.

Marine and transportation insurance is expected to grow by 1.0-2.0%, with direct insurance premiums totaling 6,920-6,990 million Baht. This growth is driven by investments in the automotive parts manufacturing industry, the growth of the e-commerce market, and the demand for Thai products. Additionally, hull insurance is expected to grow continuously at an average rate of 8% per year, accounting for 10% of marine and transportation insurance. However, there are potential risk factors from escalating war situations, the strengthening of the baht, and increased tariffs from the United States.

Health insurance is expected to grow by 1.5-2.5%, with direct insurance premiums totaling 16,280-16,450 million Baht. This growth is driven by the increasing average age of the Thai population, leading to a higher likelihood of needing medical treatment. Additionally, the inconvenience of receiving services in public hospitals, coupled with increasing patient congestion, the ongoing severity of PM2.5 dust and pollution issues, and medical inflation at 8-10%, are causing health insurance premiums to rise. Conversely, this may affect the decision to purchase insurance. Furthermore, economic conditions and household debt issues pose risks that could slow the growth of insurance premiums.

Personal accident insurance is expected to grow by 0.5-1.5%, with direct insurance premiums totaling 31,840-32,160 million Baht. This growth is driven by the positive trend in the number of policies, concerns over rising medical expenses, and the relatively low insurance premiums compared to the coverage received. Additionally, the convenience and speed of purchasing policies online make them easily accessible.

Travel insurance is expected to grow by 7.5-8.5%, with direct insurance premiums totaling 2,810-2,840 million Baht. This growth is driven by various activities and events, such as concerts, celebrations, and seminars, which motivate more Thais to travel abroad. Changing travel trends, such as working while traveling, positive factors from government economic and tourism stimulus measures, and the strengthening of Baht, contribute to the growth of the tourism sector.

Liability insurance is expected to grow by 5.5-6.5%, with direct insurance premiums totaling 4,350-4,390 million Baht. This growth is driven by the increasing long-term demand as people become more aware of their rights to claim damages when violated. Businesses need to prepare to manage these risks. Therefore, the overall non-life insurance business in 2025 is expected to grow at a better rate than the previous year and is considered a year of change. Despite facing various challenges such as natural disasters and increasingly severe climate change each year, cyber risk management affecting organizations

at all levels, and intense industry competition requiring the development of new products to meet customer needs, the non-life insurance business can still grow further this year.

The Company plans to expand in line with the growth rate projected for the non-life insurance business in 2025, taking into account various market factors and impacts in each competitive sales channel. This includes economic and political fluctuations, as well as the impact of emerging risks, natural disasters, climate change, and cyber risk management. The operational strategies will focus on aligning and balancing insurance premiums with operational costs to achieve the set performance targets for each sector. At the same time, the Company will enhance its service capabilities to align with the evolving business landscape by implementing digital systems. These systems will provide easy, convenient, and fast access to products and services for the Company's customer base and the public. Additionally, the Company will ensure excellent after-sales service across all sales channels.

Competitive Strategy

The planning for each sales channel in 2025 focuses on the relationship between target groups and operational cost management. This includes streamlining processes and procedures, accelerating the adoption of technology to enhance data recording capabilities for speed, accuracy, and precision to keep up with competition. The Company aims to expand digital product sales channels to align with the current world and restructure the organization to emphasize clear communication and appropriate policy setting, including human resource management. This is to drive overall performance to meet set targets. The Company prioritizes the following key issues:

1. Considering selecting low-risk target groups, with varying weights and proportions of insurance premiums according to the goals, to ensure overall performance meets the set targets.
2. Adjusting the market direction for both non-motor and motor target groups in more focused markets, ensuring that insurance premiums align with costs and are suitable for market competition. This aims to meet the needs and create satisfaction for job sources, partners, and customers effectively.
3. Adjusting the promotional projects for each sales channel to align the set goals with the costs, ensuring effectiveness.
4. Developing and improving products to meet the needs of consumers in each market, which vary and change across different sales channels. This includes enhancing after-sales services to be more accessible and faster for consumers by implementing digital systems to support services more concretely.
5. Developing and adapting after-sales services to align with both new and used cars, including combustion and electric vehicles, to build confidence among partners and customers who choose to use the company's services.
6. Managing personnel to enhance their potential and capabilities to support the competition transitioning to digital business, aligning with target job markets and partners who are also developing their services into digital systems.

(3) Products and Services Procurement

In 2025, the Company has adjusted and expanded its product and service offerings to meet the needs and behaviors of target customer groups in various job markets, which differ and change across different distribution channels, both central and regional. This is to align with various market directions, the country's economic situation, and government measures that facilitate overall economic growth. The aim is to quickly meet the needs of target customers, including appropriate insurance premium pricing mechanisms and after-sales services that focus on customer and partner satisfaction. In 2025, the presentation of products and services will continue to be offered in both traditional and online formats to ensure quick access for consumers as before.

Source: Thai General Insurance Association as of 20 December 2024

Office of Insurance Commission (OIC)

Research and Statistics Department, Thai Reinsurance Public Company Limited

Bank of Thailand, Kasikorn Research Center, Krungsri Research Center

Thailand Development Research Institute

Used Car Dealers Association

Company's Market Share as of 30 September 2024

Type of Insurance	Direct Insurance Premium (Thousand Baht)		Product Share (%)	Growth Rate (%)	Market Share (%)
	2024	2023			
Fire	299,778	267,066	10.88	12.25	3.60
Marine and Transportation	84,190	69,439	3.06	21.24	1.61
Motor	1,634,843	1,829,189	59.35	-10.62	1.40
Miscellaneous	735,768	593,420	26.71	23.99	0.94
Total	2,754,579	2,759,114	100.00	-0.16	1.32

Source: Office of Insurance Commission (OIC) as of 19 November 2024

(4) Business assets

Land, buildings, equipment and building lease agreements

As at 31 December 2024, fixed assets used in the Company's business operations totaled 348.19 million Baht, consisting of:

Land and buildings including building improvements	319.54	million Baht
Furnishings and office equipment	22.38	million Baht
Vehicles	6.27	million Baht

Land and buildings of the head office and branches owned by the Company

Asset / Location	Size	Account	Value (Unit: Million Baht)	Obligation
Head Office				
100/47-55, Sathorn Nakorn Bldg., 25 th , 26 th , 27 th Flr., North Sathorn Rd., Silom, Bangrak, Bangkok 10500	Office space 4,344.66 sq.m Parking space 788.50 sq.m	Condo	122.10	None
Office				
100/20-21, Sathorn Nakorn Bldg., 14 th Flr., North Sathorn Rd., Silom, Bangrak, Bangkok 10500	Office space 1,200.70 sq.m Parking space 240.00 sq.m	Condo	140.48	None
Office of Claims Management Department				
90/4-6, 1 st Floor, Sathorn Thani Building 1, North Sathorn Road, Silom, Bangrak, Bangkok 10500	523.39 sq.m	Condo	17.78	None
Khon Kaen Branch Office				
and accommodation for staff	365 sq.m	Building	1.83	None
2 booths of 3.5-storey commercial building and land		Land	0.47	
110-110/1 Srichan Rd., Nai Mueang, Mueang Khon Kaen, Khon Kaen 40000				
Chiang Mai Branch Office				
and accommodation for staff	355 sq.m	Building	1.75	None
2 booths of 3.5-storey commercial building and land		Land	0.53	
96 Sam Lan Rd., Phra Sing, Mueang Chiang Mai, Chiang Mai 50200				
Hat Yai Branch Office				
and accommodation for staff	307 sq.m	Building	4.32	None
2 booths of 3-storey commercial building and land		Land	1.16	
14,16 Siam City Center 1 Rd., Hat Yai, Songkhla 90110				

Asset / Location	Size	Account Value (Unit: Million Baht)	Obligation
------------------	------	---------------------------------------	------------

Mukdahan Branch Office

and accommodation for staff	448 sq.m	Building	6.92	None
2 booths of 4-storey commercial building and land		Land	0.48	
33/19-20 Chayangkul Kor Rd., Mukdahan, Mueang Mukdahan, Mukdahan 49000				

Phetchabun Branch Office

and accommodation for staff	354 sq.m	Building	4.93	None
2 booths of 3.5-storey commercial building and land		Land	2.75	
199/16-17 Moo 2, Saraburi-Lomsak Rd., Sadiang, Mueang Phetchabun, Phetchabun 67000				

Leased office buildings

Asset / Location	Lease Condition
------------------	-----------------

Future Park Rangsit Branch Office

Ground Flr., Room G 87/1, 94 Paholyothin Rd., Prachathipat, Thanyaburi, Pathum Thani 12130	3-year building lease agreement From 1 July 2024 to 30 June 2027 Size: 52.18 sq.m
--	---

Nakhon Pathom Branch Office

2 booths of 3.5-storey commercial building	3-year land and building lease agreement
560 Phetkasem Rd., Phra Prathon, Mueang Nakhon Pathom, Nakhon Pathom 73000	From 1 July 2024 to 30 June 2027 Size: 320 sq.m

Pranburi Branch Office

2 booths of 3.5-storey commercial building	3-year land and building lease agreement
498/4 Moo 2, Phetkasem Rd., Wang Phong, Pran Buri, Prachuap Khiri Khan 77120	From 1 January 2023 to 31 December 2025 Size: 336 sq.m

Customer Service Office

90/3, 1 st Floor, Sathorn Thani Tower 1, North Sathorn Road, Silom, Bangrak, Bangkok 10500	3-year office space lease agreement From 1 September 2022 to 31 August 2025 Size: 157 sq.m
---	--

Asset / Location	Lease Condition
Kanchanaphisek Warehouse 1	
1 booth of 4-storey commercial building 178 Soi Phraya Monthat Intersection 27, Kanchanaphisek Road, Bang Bon, Bang Bon, Bangkok 10150	3-year building lease agreement From 1 September 2023 to 31 August 2026 Size: 147 sq.m
Kanchanaphisek Warehouse 2	
1 booth of 4-storey commercial building 102 Soi Phraya Monthat Intersection 35-2/1, Kanchanaphisek Road, Bang Bon, Bang Bon, Bangkok 10150	3-year building lease agreement From 1 June 2023 to 31 May 2026 Size: 147 sq.m
Pattaya Backup Site	
1 booth of 1-storey commercial building 47/99 Moo 9, Central Pattaya Rd., Nong Prue, Bang Lamung Chonburi 20150	1-year building lease agreement From 1 November 2024 to 31 October 2025 Size: 48 sq.m
Pattaya Branch Office	
1 booth of 4-storey commercial building 72/150 Moo 4, Sukhumvit Rd., Bang Lamung, Chonburi 20150	3-year land and building lease agreement From 1 July 2022 to 30 June 2025 Size: 288 sq.m
Phichit Branch Office	
1 booth of 2-storey commercial building 4/196-197 Saruang Rd., Nai Mueang, Mueang Phichit, Phichit 66000	3-year land and building lease agreement From 1 June 2022 to 31 May 2025 Size: 320 sq.m
Phitsanulok Branch Office	
1 booth of 4-storey commercial building 444/13 Siharat Dechochai Rd., Nai Mueang, Mueang Phitsanulok, Phitsanulok 65000	3-year land and building lease agreement From 1 May 2022 to 30 April 2025 Size: 156 sq.m
Nakhon Sawan Branch Office	
1 booth of 4-storey commercial building 1002/2 Moo 10, Nakhon Sawan Tok, Mueang Nakhon Sawan, Nakhon Sawan 60000	3-year land and building lease agreement From 1 September 2024 to 31 August 2027 Size: 262.64 sq.m

Asset / Location	Lease Condition
Nakhon Ratchasima Branch Office	
2 booths of 3-storey commercial building 230/11-12 Mittraphap-Nong Khai Rd., Nai Mueang, Mueang Nakhon Ratchasima, Nakhon Ratchasima 30000	3-year land and building lease agreement From 1 March 2023 to 28 February 2026 Size: 288 sq.m
Ubon Ratchathani Branch Office	
2 booths of 2-storey commercial building 265/4, 265/5 Uppaleesan Rd., Nai Mueang, Muang, Ubon Ratchathani 34000	3-year land and building lease agreement From 1 April 2022 to 31 March 2025 Size: 160 sq.m
Udon Thani Branch Office	
2 booths of 3.5-storey commercial building 419/7-8 <u>Rop Mueang</u> Rd., Mak Khaeng, <u>Mueang</u> <u>Udon Thani</u> , Udon Thani 41000	3-year land and building lease agreement From 1 November 2023 to 31 October 2026 Size: 532 sq.m
Roi Et Branch Office	
2 booths of 3-storey commercial building 36/2-3 Tewapibal Rd., Nai Mueang, Mueang Roi Et, Roi Et 45000	3-year land and building lease agreement From 1 November 2023 to 31 October 2026 Size: 384 sq.m
Nakhon Si Thammarat Branch Office	
2 booths of 3.5-storey commercial building 187 Pattanakarn-Kukwang Rd., Nai Mueang, Mueang Nakhon Si Thammarat, Nakhon Si Thammarat 80000	3-year land and building lease agreement From 1 November 2022 to 31 October 2025 Size: 294 sq.m
Surat Thani Branch Office	
1 booth of 4-storey commercial building 141/124 Moo 5, Kanchana Vithi Rd., Bang Kung, Mueang Surat Thani, Surat Thani 84000	3-year land and building lease agreement From 1 August 2023 to 31 July 2026 Size: 256 sq.m
Phuket Branch Office	
and accommodation for staff 2 booths of 4-storey commercial building 58/7-8 <u>Thepkrasattri</u> Rd., Ratsada, Mueang Phuket, Phuket 83000	3-year land and building lease agreement From 1 July 2023 to 30 June 2026 Size: 640 sq.m

Asset / Location	Lease Condition
Krabi Branch Office	
1 booth of 3-storey commercial building 434/50 Utarakit Rd., Krabi Yai, Mueang Krabi, Krabi 81000	3-year land and building lease agreement From 1 April 2022 to 31 March 2025 Size: 212 sq.m
Chanthaburi Sub-Branch Office	
1 booth of 3-storey commercial building 59/14 Phraya Trang Rd., Wat Mai, Mueang Chanthaburi, Chanthaburi 22000	3-year land and building lease agreement From 1 May 2023 to 30 April 2026 Size: 170 sq.m
Chiang Rai Sub-Branch Office	
1 booth of 3-storey commercial building 418/5 Moo 5, Klang Wiang Rd., Rim Kok, Mueang Chiang Rai, Chiang Rai 57100	3-year land and building lease agreement From 1 July 2023 to 30 June 2026 Size: 240 sq.m
Chumphon Sub-Branch Office	
and accommodation for staff 1 booth of 2-storey commercial building 177 Moo 3, Wang Phai, Mueang Chumphon, Chumphon 86000	3-year land and building lease agreement From 1 May 2024 to 30 April 2027 Size: 128 sq.m
Rayong Sub-Branch Office	
1 booth of 3-storey commercial building 4/20 Moo 4, Thap Ma, Mueang Rayong, Rayong 21000	3-year land and building lease agreement From 1 August 2024 to 31 July 2027 Size: 162 sq.m

Investment policy in associated companies

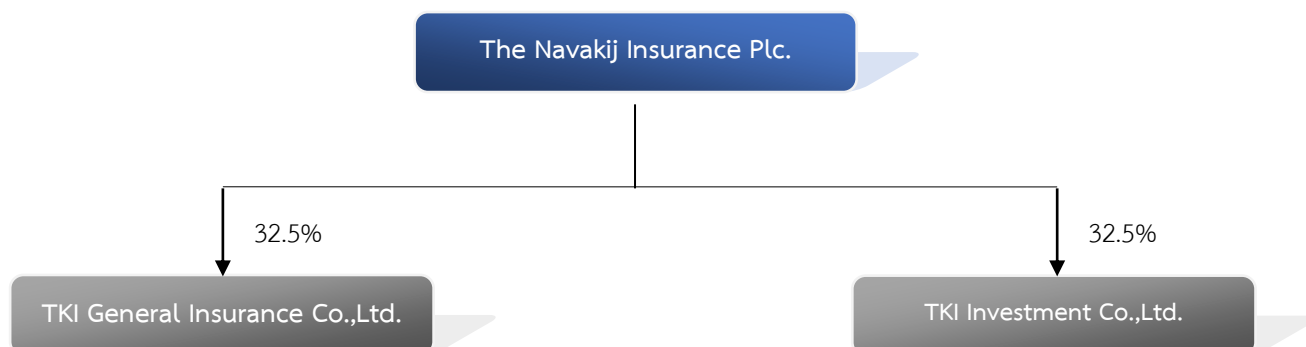
As at 31 December 2024, the Company investments in associated Companies as follows:

1. Investment in TKI General Insurance Co., Ltd., a non-life insurance company in the Lao People's Democratic Republic. TKI General issued 8 million ordinary shares of which the Company holds 32.50%.
2. Investment in TKI Investment Co., Ltd., a holding company in the Lao People's Democratic Republic. TKI life issued 8 million ordinary shares of which the Company holds 32.50%.

1.3 Shareholding proportion of the group of the Company

1.3.1 Shareholding proportion of the group of the Company

Shareholding proportion of the group of the Company as at 31 December 2024 is as follows:



TKI General Insurance Company Limited

Type of Business	Non-life Insurance
Registered Capital	16,000,000,000 LAK Comprising 8 million shares, 2,000 LAK per share
Paid-up Capital	16,000,000,000 LAK
Headquarter Address	Level 4, Zone A office Unit, The Iconic, Unit 11, Phonxay Road, Phonxay Village, Saysettha District, Vientiane Capital, 01000, Lao PDR
Telephone	+856 21 417707
Fax	+856 21 417705
Shares held by the Company	2,600,000 shares, 2,000 LAK per value 32.50 percent of paid-up Capital

TKI Investment Company Limited

Type of Business	Holding company
Registered Capital	16,000,000,000 LAK Comprising 8 million shares, 2,000 LAK per share
Paid-up Capital	16,000,000,000 LAK
Headquarter Address	Level 4, Zone A office Unit, The Iconic, Unit 11, Phonxay Road, Phonxay Village, Saysettha District, Vientiane Capital, 01000, Lao PDR
Telephone	+856 21 417707
Fax	+856 21 417705
Shares held by the Company	2,600,000 shares, 2,000 LAK per share 32.50 percent of paid-up Capital

1.3.2 Conflicts of interest holding shares in subsidiaries or associates

None

1.3.3 Relationship with businesses of shareholders

None

1.3.4 Shareholders

Major Shareholders

Top 10 major shareholders as of 30 December 2024

No.	Shareholders	No. of Shares	Percentage of Total Number of Shares
1.	Mr. Suchin Wanglee Group*	5,364,870	14.12
2.	The United Indemnity Company Limited	2,806,719	7.39
3.	Thanasarn Sombat (Thai) Company Limited	1,996,918	5.26
4.	Mr. Nataphol Srichomkwan	1,849,642	4.87
5.	Siam Motors Company Limited	1,535,200	4.04
6.	Wanglee Company Limited	1,167,661	3.07
7.	Mrs. Saijit Wanglee Group**	1,101,586	2.90
8.	Visudhi Phanich Limited	951,484	2.50
9.	Mr. Chan Chi Keung	846,573	2.23
10.	Miss Poranee Wanglee	835,290	2.20
Other Shareholders		18,455,943	48.57

Note *Mr. Suchin Wanglee Group consists of 1) Mr. Suchin Wanglee holding 3,824,411 shares 2) Mrs. Rujiraporn Wanglee holding 1,330,000 shares 3) Dr. Saran Wanglee holding 210,459 shares

** Mrs. Saijit Wanglee Group consists of 1) Mrs. Saijit Wanglee holding 694,036 shares 2) Miss Jittinan Wanglee holding 259,142 shares 3) Mr. Nattachai Wanglee holding 148,408 shares.

1.4 Registered capital and paid-up capital

The Company has been listed in the Stock Exchange of Thailand (SET). The registered capital is 380 million Baht which is fully paid. The total issued ordinary share is 38 million shares with a par value of 10 Baht per share.

The Company does not have any other securities apart from the ordinary shares.

1.5 Other securities

The Company does not have any other securities.

1.6 Dividend payment policy

The Company has a policy to pay dividend at the rate of not less than 40% of the net profit from the financial statements in which the equity method is applied, provided that the separate financial statements must not show accumulated loss. The Board of Directors may consider dividend payment subject to approval by the shareholder's meeting. The Board of Directors may also consider paying interim dividend occasionally and reports such payment to the shareholder's meeting for acknowledgement.

Previous dividend payment information

Items	2024	2023	2022
		(Restated)	
Earnings per share (Baht)	(0.38)	2.82	0.69
Dividend rate per share (Baht)	-	1.72	1.27
• Cash dividend payment per share (Baht)	-	1.50	1.00
• Stock dividend payment per share (Baht)	-	0.22	0.27
Dividend payment ratio to net profit (percent)	-	61.06	185.17

Note

- The operating performance according to the financial statements in which the equity method is applied.
- Earnings per share for the year 2022 is based on the previously reported figures without updating the net profit based on the change in accounting policies and the number of newly issued common shares during 2023 to be used for dividend distribution.
- Earnings per share for the year 2023 is 2.82 baht, which changed due to the use of restated net profit figures and adjustments to the number of common shares issued during 2024 to be used for calculating dividend shares.
- The omission of dividend payment for the year 2024 will be proposed to the Annual General Meeting of Shareholders on 24 April 2025 for approval.

2. Risk Management

2.1 Risk Management Policy

The Navakij Insurance Public Company Limited realizes the importance of the Company's risk management. Therefore, for effective risk management, the Board of Directors assigns the Risk Management Committee to determine the Enterprise Risk Management Policy and control the Own Risk and Solvency Assessment (ERM & ORSA), which has been approved by the Board of Directors to communicate the importance of the risk management policy to all departments for acknowledgment and strictly implementing the policy.

The Company defines a risk management policy which is in accordance with the Company's business strategy and the 3-year business plan by identifying the key risks according to the Company's main activities, providing the risk register, doing the risk assessment, monitoring and improving risks, which are in the high-level risks (risk tolerance) in order to mitigate risk to an acceptable risk level (risk appetite) as the specified risk management policy and does not significantly affect the Company's capital, and reporting the risk management results to the Risk Management Committee for acknowledgment.

2.2 Risk Factors for the Company's Business Operations

Strategic Risk

1. The competitiveness and the liberalization of the insurance industry

Currently there is greater competition in the non-life insurance business which can be seen in the concentration of large and medium sized companies. Entry in ASEAN economic community plays a major role in the increase of competition for insurance companies abroad and domestic of both which have strong financial standings, modern technology and new innovative products for the consumer. Therefore, these companies have potential for a higher market share supported by a strong financial backing allowing them to compete in terms of pricing, strategy and quality of service. To stay competitive, insurance companies must adjust accordingly with those given conditions.

The strategies are

1) The Company emphasizes the existing customers group and focuses on the motor insurance business which has high potential growth and makes the market share of the Company's total insurance premium is higher than the non-motor insurance.

2) The Company expands the market-based to the retail customers' group and also has micro-insurance products to serve the customers' needs.

3) Adjusting competitive strategy by looking for new and high potential marketing channels. Developing new products to effectively respond to changes in customers' needs, economy, and social conditions. The Company will develop new products to support this regarding situation.

2. Risks from selecting target customers that are suitable for the Company strategy and the technology that supports new products to suit for the specific risk of customer group

The selection of target customers is very important for today's business operations, so determining the target customers is important. The Company should give precedence to manage costs including target customers to be suitable with the Company strategy as specified in order to build a better customer base in the future and create the sustainable competitiveness in business. In addition, technology has an important part that can be used to analyze, plan, and make decisions by processing from a Company database and able to modify the application processing according to various situations for the Company's goals.

The Company manages the risk by

- 1) To set the target of the new product, insurance premiums and loss ratio.
- 2) To emphasize the new product that is profitable and high potential growth.
- 3) To make the new marketing channels and analyze customers' demand for new products.
- 4) To monitor the insurance premium growth rate and loss ratio in accordance with the Company target and make the evaluation.

Insurance Risk

1. Increasing of amount and frequency of loss

The impact of external factors whether physical or geographical factors, natural perils, disasters, accident, terrorism and burglary may bring disaster to lives and damage to property insured by the Company, leading to higher than expected losses. These risks may result in the premiums received from customers being lower than the actual losses or the claims reserve being inadequate, which may have an impact on the Company's capital at risk.

2. Ethics and moral

The risk may arise from insurers who intend to take advantage of insurance company. In this respect, insurers may have to pay for a higher settlement than the fair amount. This may result in a higher of loss ratio than expected and effect to the Company's liquidity risk.

The Company adopts measures to deal with the above risks by

- 1) Analyzing on the basis of Loss ratio and Combined ratio by monitoring and controlling to be in the Company criteria.
- 2) Implements strict risk selection criteria, client groups and type of business which conform to the risk appetite of loss ratio. The Company analyzes the reinsurance retention appropriately in order to increase profitability and absorb risks that may occur.

3) The Company has a policy for insuring against natural disasters. This includes assessing the potential damage from each type of natural disaster, such as floods, earthquakes, tsunamis, and storms. Additionally, the Company determines the retention capacity for each insured disaster.

4) The Company purchases the Excess of Loss Insurance which will help to control the risk that Company takes, and to prevent the Company's performance, Company's financial status, including the level of the Company's capital fund fluctuation and severely affected by the crisis such as catastrophic events, which affect more than the Company can accept as the Company has defined in accordance with the risk management policy.

Market Risk

The risk arises from decreasing in value of securities from fluctuations in exchange rates, interest rates and security prices as well as from external factors such as economic, social and political situations.

The Company manages the market risk by

The Company diversifies the portfolio and spreading investment funding to include various lines of investment as well as categories of business in order to reduce fluctuations in aggregate value of investment. It closely monitors and regularly assesses factors that may cause fluctuations in the value of investment instruments in order to make a proper investment transaction according to situation. It has a policy not to invest in speculative securities that price fluctuation is high but concentrates on blue-chip securities and ones that have steady yield. The Company has an investment committee who considers and sets up an investment policy, in addition to the Office of Insurance Commission's rule of practice promulgated under the Non-Life Insurance Act B.E.2535, in order to reduce exposure from the loss of investment funding. The committee considers and reviews the structure of the portfolio mix on a regular basis.

Credit Risk

The counterparty is unable to meet the agreement which has been stated in the contract and the probability that the counterparty's credit rating is downgraded.

1. Investment

More than 50 percent of the Company asset is securities investment, so the Company is taking on the risk should the issuer is default.

The Company manages the investment risk by

The strategy is making selection of investment base on credit rating of issuers of fixed income securities, assigned by reliable outside credit rating agencies such as TRIS and FITCH. It is the Company policy to invest in fixed income securities at least "Investment Grade" quality on the investment date. All invested fixed income securities will be periodically monitored for an adjustment of the debtors' credit

rating and relevant information will be gathered to review business potential of the issuers. It also regularly monitors and reviews the limit for investment to ensure adequate investment limit of individual line is maintained at all time.

2. Reinsurance

The reinsurance companies cannot pay claim recovery the Company as specify in the contract so the Company's liquidity is affected consequently.

The Company manages this risk by

The Company considers and chooses only the overseas reinsurers for the treaty reinsurance contracts with the credit rating of A- or higher. For the facultative reinsurance contracts with credit rating that higher than BBB+ and not exceeding 10% of the reinsurance proportion of overall overseas reinsurance premium. For the domestic reinsurers, the company uses the minimum capital adequacy ratio criteria that are specified by OIC and monthly monitors for any adjustments to the credit ratings of foreign reinsurance companies and quarterly monitors for any adjustments to the credit ratings of local reinsurance companies.

Liquidity Risk

The risk arises from a given security or asset that cannot be traded quickly enough, and at the required quantity, price and time to enable the Company to have cash to pay loans or meet its obligations as they become due. Liquidity is critical to insurance operation as it can create damage in terms of monetary as well as non-monetary damages such as reputation, image, and credibility to clients, business partners, public and industry.

The Company establishes policy to manage liquidity risk on investment operation by

1) Making investment on securities that are liquid such as fixed income securities from government sector or private sector that has good credit rating. It also spreads out investment funding and balances the portfolio with taking into account time horizons and fund needs to pay loans and meet obligations, managing account receivable, account payable, remaining useful life of assets and changes in value of assets, deals with the remaining useful life of assets and liabilities was taken into consideration and anticipated quantity and duration properly needed in circumstances whether inside and outside the Company.

2) Maintaining adequate shareholders' equity to meet its liabilities and have an appropriate ratio to handle exposure from business and operation risks and provides other funding sources for its contingency plans for handling liquidity crisis.

3) Responsibilities and line of report to those who manage liquidity risk are clearly defined as well as establishing reporting system to generate an early warning report to executives for transactions that are

not conform to the Company' policy or promptly, timely and accurately report warning signs to key risk indicators.

Operational risk

1. Personnel

There exists a limited skilled and specialized workforce for insurance industry.

The strategies are to support continuing growth in career path through training programs both domestic and international, to sponsor higher education scholarship, and to keep high potential employees to work permanently.

2. Processing system

The risk arises from the insufficient or inappropriate internal control system also including the classification of responsibility ineffectively as well as there exists no guideline for examining any person who commits an offense under Anti-Money Laundering Act and Counter-Terrorism and Proliferation of Weapons of Mass Destruction Financing Act that may cause the Company shall be liable to fine and discredit.

The strategies are

1) To endorse and establish code of work ethics based on good governance on a continuous basis.

2) Work manual, authority to exercise power and responsibilities are clearly defined in writing and periodically revised.

3) To build up a culture that values corporate risk management and work integrity and ethics.

4) To emphasize the investigating process those who violate or fail to comply with the Anti-Money Laundering Act, and Terrorism and Proliferation of Weapons of Mass Destruction Financing Act.

3. Technology

Statistical data and information of clients were lost or leaked to outsiders or competitors, including the cyber risk. The Company would suffer negative image, the operation will be interrupted if problems occurred with the central computer it will lead to system failure or losing all data.

There are effective information security solutions to protect electronic information and contingency plan for central computer unit. There is a back-up system in preparation for emergency disasters. A contingency business continuity plan has been designed and tested on a yearly basis.

In addition, procedures and regulations have been clearly defined and practiced in respect of security of data and system, are

1) Software Security and Data, the Company installs a program to check and detect computer viruses, firewall and the patch programs from each particular program producers to get rid of bugs and

errors in the computer system. Two sets of backup data are kept. They are updated daily, monthly and yearly at secured outside locations in preparation for emergency disasters.

2) Hardware and Network, the Company has a contingency plan to use an outside backup site if disaster occurs.

3) Physical security of the central computer unit, the Company provides backup power system to support short term power outage. It also has a generator capable of keeping the unit live should we experience longer term power outage. The Company has installed fire alarm system and fire extinguishers specifically for electronic system protection.

4) Personnel security, the Company establishes clearly defined procedures identify those who can access to send mail out of the office, set size limit to sent mail, and report of sent mail.

5) The Company occasionally provides the information technology external auditor for information technology auditing to improve the Company's working process in accordance with international standard procedures.

4. External Factors

Outsider effect that can impact the Company's operation and financial status, might include social (third party), market conditions, political environment and natural factors e.g. fire, flood or earthquake.

The Company manages these external factors by carefully selecting of partnership management and increasing more diligence for the record of claims arising from moral hazard as well as the KYC: know your customer should be done before the issue of every new policy following the principles of risk management and also comply with Anti-Money Laundering Act and Counterterrorism and Proliferation of Weapons of Mass Destruction Financing Act.

5. Fraud Risk

It means the act or omission to act of fraud in order to gain unlawful benefits, regardless of whether the beneficiary of the fraud is a fraudulent person or any other involved person. In this regard it includes internal fraud and external fraud, which has been identified as part of the operational risk.

The Company manages the fraud risk by

The Company has specified the event and source of fraud risks, which affected income, capital fund, reputation, or existence of the Company.

The Company has prescribed the procedures for fraud risk assessment and implementation.

The Company manages fraud risks, by performing at least the following items;

- 1) To set a standard and do the evaluation for qualifications and suitability of directors and employees regularly at least once a year.
- 2) To set a policy for categorizing customers, Customer Due Diligence (CDD).
- 3) To set procedures for managing compensation claims to reduce fraud risk.
- 4) To set guidelines for assessing the qualifications of agents and brokers.

5) To monitor the operations of insurance agents and brokers.

6) In the case of the Company using services from third parties, the Company prepares a policy for outsourcing third-party services, monitoring risk from third-party services.

The Company prepares a policy for reporting fraud (whistle-blowing).

The Company has appointed an independent person to perform an investigation into any suspicious event by reporting the investigation result to the audit committee quarterly at least. If the audit committee receives the report and finds the fraud that has a serious impact on the financial status, performance or Company reputation, the audit committee reports to the board of directors in order to solve the problem in the appropriate period. In the case of the board of directors or the management does not make improvements within the time specified by the audit committee, the audit committee reports to the OIC.

The Company prepares a database for internal and external fraud for monitoring fraud.

The Company revisits its policy at least once a year.

The Company prepares a report summarizing its implementation of insurance fraud risk policies and procedures, which have been approved by the risk management committee and submitted to the board of directors, at least once a year.

6. Corruption Risk

This risk arising from actions to seek unlawful benefits for oneself and others such as embezzlement, fraud, reporting fraud, disinformation, disclosure of confidential information of the Company, or exploitation etc., including bribery in any form by offering, promising, conferring, promising, demanding or accepting any improper money, property or other benefit with government officials, government agency, or the person in charge whether directly or indirectly in order for such person to act or refrain from performing duties which is to acquire or maintain business or any other benefits that are inappropriate for business except in the case of laws, regulations, announcements, regulations, local customs or trade customs.

The Company has risk management by defining the Anti-Corruption Policy, Terms and Practices of Anti-Corruption by communicating to directors, executives, employees and stakeholders for acknowledgment. To cultivate a corporate culture of honesty, recognize the importance of this measure and have an understanding of the guidelines. It will also communicate to outsiders such as customers, partners, stakeholders, and third parties associated with the Company or may affect the Company to be aware of the Company's business practices and encourage the Company's partners to adhere to transparent business practices and not involve in corruption.

7. Conduct of Business Risk

This risk arising from the operations or activities of providing customer service of the Company, causing customers not to be treated fairly.

The Company has the Fair Treatment of Customers Policy and Code of Conduct that defines the Company's business operations, staff working process, non-life insurance agent and broker including banks which is in accordance with the OIC announcement.

8. Personal Data Risk

Personal data risk is caused by using personal information collection or disclosure without the consent of the data subject for personal gain or trade or for the benefit of personal information using in various offenses.

The Company has risk management by defying the guidelines for the use or disclosure of personal information related to the non-life insurance business, and comply with the Personal Protection Act, as well as other laws related.

Reputational Risk

The risk arises from expectations from stakeholders that the Company may not response to all issues such as the expectation of insurance coverage or customer expectations to response their needs that may resulting in the loss of trust, faith, reputation and image of the Company.

To mitigate this, the Company concerns strategic vision and reputation though the cooperation between the Board of Directors and top executives. Therefore, we are having several sources of information and experience sharing which is relevant to identify the possible risk of Company's reputation.

Information Technology Risk

Information Technology or IT risk is basically any threat to your business data, critical systems and business processes. It is the risk associated with the use, ownership, operation, involvement, influence and adoption of IT within the Company. IT risks have the potential to damage business value and often come from poor management of processes and events. This will have a negative impact on the Company's business operations. In addition, cyber risk is one of the risks that the Company focuses on and included in the information technology risk because it affects the credibility of the Company's information (Trust Building) including the Company's business interruption due to a disaster happening with The Company's data center that caused the Company could not do business or has lost some or all of the data, which causes damage the Company and lack of credibility.

The Company has risk management by defining the information technology risk management policy and information technology security policy that complies with international standards and the

Notification of the Office of Insurance Commission (OIC) Re: The Rules for Supervision and Risk Management in Information Technology of Non-Life Insurance Companies B.E.2563. Moreover, the Company complies with the IT Audit - Risk Based Supervision which specified by OIC for monitoring and controlling information technology risk management and cybersecurity risk. The Company has the Business Continuity Management (BCM) Plan and has the yearly testing for reporting the results to the Risk Management Committee and the Board of Director.

Catastrophic Risk

This risk will make the damage suddenly and seriously, they caused a lot of loss such as earthquakes, floods, etc. This is one of the important factors that may affect the Company's business operations.

The Company has risk management by analyzing and considering the preparation of reinsurance contracts through reinsurers with stable financial status. This is the transferring and diversifying risks of the insurance business. This will help to limit the amount of the damage that the Company can compensate the compensation without affecting the Company's financial position.

Emerging Risk

The loss from unseen risks but is likely to happen in the future according to the changing of the environment. This risk may occur gradually and has low probability but if it happens, this will cause a large damage to the Company. This risk is based on statistical and expectation of the reliable evidence.

The risk management plan is applicable though product development in order to cover cost of loss and restricting the threshold of underwriting process.

Group Risk

The risk that the financial status of affiliated company impacts to other associates companies. Currently, the Company has investments in associates are incorporated in Laos.

The strategy is to comply with investment plan and procedure and guideline for investment in other business defined in the risk management policy as well as relevant laws and regulations to prevent the Company's operation from causing any damage.

Environmental, Social and Governance Risk

Risks arising from business operations and investments of the company that reflect the concrete environmental, social and governance concepts, such as encouragement the company's investment in green financial products, encouragement the sustainability awareness in the company's business operations etc. The sustainability information disclosure of the Company shows the policy, impact, and performance of the company's environmental and social activities under the good corporate governance

policy, including the data of greenhouse gas emissions and respect for human rights. These data will show the efficiency of the business, adjustment to accommodate risks in various areas as well as reflecting the efficiency of the energy cost and resource management of the company in order to achieve business sustainability in a tangible way to build credibility for investors and reduce the risk of stakeholders' conflicts in business operations. In addition, data users can see the business operations' overview in a broader dimension than financial data. This will create confidence in the organization in terms of their abilities to manage their business with efficiency, transparency, competitiveness, and generate long-term returns for the Company.

The risk management plan: There are policies and goals for sustainability management. The company's sustainability management approach is reflected in the company's vision which is committed to conducting business in order to create social stability with ethics. Provide valuable and quality protection to the insured and all stakeholders as well as strengthening its position as a leading company in the non-life insurance business by adhering to the NKI's core values: Creative Thinking, Accountability, Collaboration, Excellent Service. The Company uses digital technologies such as online meetings and e-policy to reduce workflows process and support the transformation of cyber transactions. The Company applies the paperless workflows with business and have the hybrid working for the employees in order to preserve the environment and reduce global warming from traffic jam. The company has a plan to address potential emergency situations, such as climate change and physical risks from global warming that may cause natural disasters like floods, storms, and wildfires. Additionally, the company considers emerging risks, such as pandemics, and external factors, such as riots and fires. The company also addresses risks from significant technological disruptions. Furthermore, the company adheres to the policies of the Ministry of Labor and the Ministry of Public Health to ensure the welfare, health, hygiene, and safety of employees, thereby mitigating the impact of these risks. In addition, the company also places importance on business management in accordance with good corporate governance principles and define anti-corruption policy and continuously support activities for society and public benefit for the operation of the business to grow steadily and sustainably covering all dimensions including economy, society and environment.

Asset and Liability Management Risk

A mismatch between assets and liabilities either due to liquidity or changes in interest rates, stock prices and property prices, especially a loss reserve, unearned premium reserve, premium received in advance and duration of asset is longer than the average life of liability which affected the Company's financial standing and liquidity.

The strategy is defining asset and liability management as a mechanism to address the investment risk in line with investment policy, investment plan and procedure of the Company as well as guideline for investment in other business set by the Company's investment committee and have been approved

by the Board of Directors in order to ensure that the Company has a suitable asset and liability management, investment in equity securities, cash ratio and liquid assets.

Concentration Risk

The risk arises from the value of specific asset concentration is too high including investment and reinsurer. As the issuer and reinsurer have credit difficulties and are unable to pay obligation, the Company will have liquidity problem subsequently.

1. Investment:

The Company is investing in both the equity and security market in order to get high return as targeted. Therefore, if the Company invests on one specific equity in order to get a high return might cause a big loss when the value of equity is dramatically decreased.

The risk management plan is to the concentrations' restriction is applicable through the investment diversification. The Company is investing in various types of securities which is categorized the level of risk. We are strictly tightening the Concentration policy because it might affect the severity to the Company in term of Liquidity, Reinsurance risk, and Capital Adequacy Ratio and Risk Based Capital.

2. Reinsurance

The Company is facing the risk of choosing one reinsurer more than 50 percent of total reinsurance premiums of the company. In the event that reinsurer is bankrupt, the Company will possibly be defaulted from the reinsurer.

The risk management plan: The Company has a reinsurance counterparty with both local and international reinsurers. The reinsurance policy of the Company is set the maximum limit for any reinsurer's share for all classes not exceeding 50% of reinsurance premium of the Company. The Company has set the warning level at 45%. If there is an opportunity to encounter concentration risk exposure, the company will consider looking for other reinsurers to spread the risk.

Legal and Regulatory Risk

The Company abuses, neglects or an offense to comply with the law, the rules and regulations stipulated by the regulatory specifications.

The strategies are

- 1) The Company requires all employees to follow the relevant regulations properly as their responsibilities.
- 2) The Company communicates and gives the understanding to the employee to the effect and the loss that will be occurred according to the law discipline.
- 3) The Company records and pursues the legal and regulation policy issued.
- 4) Each division in the organization set their work instructions to prevent offense against serious laws such as Anti-Money Laundering Act and Counter Terrorism Financing Act.

3. Driving business for sustainability

3.1 Policies and sustainable management goals

The Company's sustainability management approach is reflected in its vision, which is committed to conducting business ethically to create stability for society. It aims to become a leading company in the non-life insurance business, equipped with a quality network, personnel, excellent services, and technology. The Company also focuses on providing valuable and quality non-life insurance for the benefit of policyholders and stakeholders. The Company adheres to four core values: creativity, high responsibility, teamwork, and excellent service, considering the social and environmental aspects related to its business. Additionally, the Company emphasizes corporate governance principles and the interests of stakeholders in the business value chain. It is committed to being a good corporate citizen, complying with laws and regulations, implementing anti-corruption policies, and continuously supporting social and public benefit activities.

In 2024, the Company's Board of Directors reviewed the sustainability development policy and found that the current policies and actions align with the business strategy and plans, as well as the long-term goals of the business. Therefore, they approved the policy to continue from the previous year. Additionally, they established a sustainability commitment: "Ready to deliver protection for a stable life," in line with the Company's vision and mission. This ensures that the Company's business operations will generate economic, social, and environmental benefits, aligning with the sustainable development goals of regulatory agencies. The Board also set a framework for sustainable development operations, covering economic aspects that focus on transparent business operations according to good corporate governance principles and business ethics, respecting the rights and treating all stakeholders fairly, and adding value to products and services. In the social aspect, the Company remains committed to enhancing knowledge and expanding access to insurance products, as well as treating employees, who are the Company's key resources, fairly. In the environmental aspect, the Company is committed to conducting business with environmental responsibility, developing processes and products by applying modern innovations or technologies, and instilling environmental responsibility awareness among its personnel.

3.2 Stakeholders impact management in the business value chain

3.2.1 Business value chain

The Company primarily engages in the business of providing all types of non-life insurance. The main activities in the value chain include designing and developing policies, carefully underwritten, providing convenient and prompt services, and fairly assessing claims. The Company is committed to modernizing the organization while emphasizing social responsibility. Therefore, it continuously develops new innovations to keep up with societal changes and meet the needs of consumers in the digital age. The information on the main activities in the Company's value chain is as follows:

Information of value chain in key activities

Key activities

Value chain	Activities	Stakeholders
Production factors management	<ul style="list-style-type: none"> • Develop a variety of products which are suitable for the target group • Fair coverage and premium rates without taking advantage of customers • File the insurance schedule, wording and premium rates to the Office of Insurance Commission (OIC) for approval as required by law • Develop concise work procedures and provide a system for checking for accuracy • Build relationships with business partners to expand business network 	<ul style="list-style-type: none"> • Staff • Office of Insurance Commission (OIC) • Partners • Target groups
Operations	<ul style="list-style-type: none"> • Prepare sales pitch documents which contain complete and clear information • Underwrite carefully and take into account the ability of retention • Issue policies with correct coverage conditions as offered to customers • Determine fair trading conditions with business partners for mutual benefit and the insureds' benefit 	<ul style="list-style-type: none"> • Staff • Partners • Customers
Distribution of goods and services	<ul style="list-style-type: none"> • Provide 24 branches offices in various regions for widespread services • Offer insurance policies by knowledgeable and experienced agents and brokers • Provide various sales channels suiting the complexity of the policy and approaching every target group 	<ul style="list-style-type: none"> • Staff • Partners • Customers
Marketing and sales	<ul style="list-style-type: none"> • Training insurance intermediaries to fully understand the product in order to properly offer the product to customers • Publish advertisements that contain clear and accurate messages as well as notify prospects to study the insurance coverage before deciding to buy policy. 	<ul style="list-style-type: none"> • Staff • Partners • Customers

Value chain	Activities	Stakeholders
After-sales service	<ul style="list-style-type: none"> • 24-hour claims service • Several partners and service providers such as garages and hospitals in many regions • Quality and fair claim management system • Customer service process in case of policy changing or cancellation • Complaint system and process 	<ul style="list-style-type: none"> • Staff • Partners • Customers
Supporting activities		
Value Chain	Activities	Stakeholders
Production factors management	<ul style="list-style-type: none"> • Provide quality products and services at a reasonable price, deliver goods and services according to the agreement by selecting reliable distributors or service providers who have fair trading conditions. • Promote the provision of environmentally friendly products and services and support the use of products from renewable resources that do not cause pollution 	<ul style="list-style-type: none"> • Staff • Distributors and service providers
Technology development	<ul style="list-style-type: none"> • Apply modern technology to develop work processes to be flexible and provide fast service 	<ul style="list-style-type: none"> • Staff • Distributors and technology providers
Human resource development	<ul style="list-style-type: none"> • Organize inside and outside training to continuously improve the skills of personnel in various fields. 	<ul style="list-style-type: none"> • Employees • Distributors and training providers
Infrastructure	<ul style="list-style-type: none"> • Manage the organization transparently based on Corporate Governance principles. 	<ul style="list-style-type: none"> • Directors • Staff

3.2.2 Stakeholders in the Business Value Chain Analysis

The Company prioritizes all stakeholders in the business value chain. It has clear policies and guidelines for dealing with each group of stakeholders, as outlined in the Company's code of conduct. Additionally, the Company has communication channels and engagement activities for stakeholders who are directly or indirectly affected by the Company's operations. The Company listens to feedback, concerns, expectations, and new perspectives, and uses this input to find ways to respond and improve the efficiency of its business operations.

The Company engages with stakeholders in different ways for each group of stakeholders as follows:

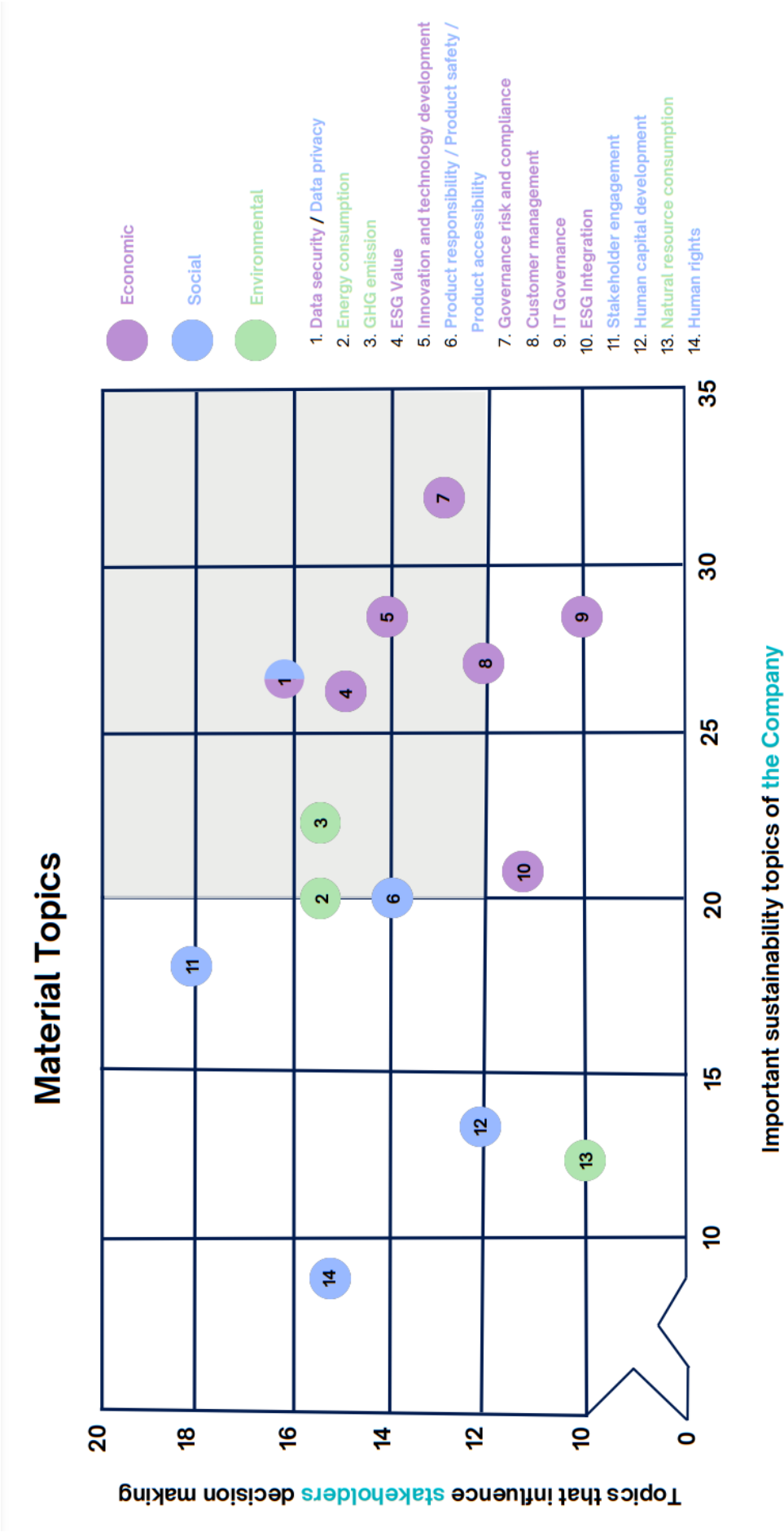
Stakeholders	Communication channels	Expectation	Response
Shareholders	<ul style="list-style-type: none"> Annual General Meeting of Shareholders 56-1 One Report Company's website Disclosure system of the Stock Exchange of Thailand 	<ul style="list-style-type: none"> Good profit and returns Business operations according to the principles of good corporate governance Stable and sustainable business growth Complete and timely information disclosure 	<ul style="list-style-type: none"> Consistently pay dividends in line with operating results Operate the business in accordance with the principles of good corporate governance and sustainable development Disclose complete information as required by law.
Customers	<ul style="list-style-type: none"> Website Email and social media Satisfaction survey Complaint channels and service recommendations 	<ul style="list-style-type: none"> Variety of coverage of insurance that meets customer needs at reasonable price Good service and fast response to customer needs Security of personal information 	<ul style="list-style-type: none"> Design products with reasonable prices and a wide range of options Organize a Customer Relations Division to serve the customers and receive complaints

Stakeholders	Communication channels	Expectation	Response
Business partners	<ul style="list-style-type: none"> • Visiting, discussion and meeting • Training 	<ul style="list-style-type: none"> • Compliance with commercial contact properly, transparently and fairly • Convenient and fast coordination and services • Efficient and uncomplicated system and workflow • Competitive premiums 	<ul style="list-style-type: none"> • Make an agreement regarding mutual benefits and strictly comply with commercial contract • Determine clear process and timeframes for the procedure • Provide convenient and fast coordination and services • Periodically communicate progress of proceedings
Employees	<ul style="list-style-type: none"> • Orientation • Training • Activities for employees • Website • Intranet, email, and social media • Channels for reporting clues and complaints • Satisfaction assessment form 	<ul style="list-style-type: none"> • Proper compensation and benefits • Stability and career path • Knowledge and ability development • Work and life balance • Response to factors affecting work motivation • Equality and fair treatment • Good working environment 	<ul style="list-style-type: none"> • Determine appropriate and adequate compensation and benefits comparable to businesses in the same industry. • Provide continuous training plans for professional development and growth. • Set guidelines for reducing pressure and increasing work efficiency. • Treat the Company's employees fairly according to personnel management regulations. • Establish workplace safety practices including creating a good working environment.

Stakeholders	Communication channels	Expectation	Response
Competitors	<ul style="list-style-type: none"> • Various communication channels of the Company 	<ul style="list-style-type: none"> • Fair trade competition 	<ul style="list-style-type: none"> • Competing in trade according to rules and business etiquette
Creditor	<ul style="list-style-type: none"> • Meeting 	<ul style="list-style-type: none"> • Timely repayment of debt 	<ul style="list-style-type: none"> • Strictly follow agreement
Community, society, and environment	<ul style="list-style-type: none"> • Activities to help society and the environment 	<ul style="list-style-type: none"> • Social and environmental responsibility 	<ul style="list-style-type: none"> • Raise awareness among employees to care about society and the environment • Organize activities to help society and the environment
Regulators	<ul style="list-style-type: none"> • Meeting • Various communication channels 	<ul style="list-style-type: none"> • Comply with the requirements correctly • Cooperates and support various projects 	<ul style="list-style-type: none"> • Communicate to employees regarding laws, rules, regulations and urge to strictly comply • Promote good cooperation between departments

Prioritizing and identifying key sustainability issues

The Company analyzed the expectations of stakeholders in both positive and negative impacts to prioritize and identify key sustainability issues as follows:






The impact of sustainability issues and frameworks

Economic

Key Issues	Impact	Expectation	Key Success Factor	SDGs
<ul style="list-style-type: none"> Data security Sustainability Value Innovation and Technology Development Governance and Compliance Risks Customer Management 	<ul style="list-style-type: none"> The current technology systems are insufficient to handle the increasing workload. Increased cybersecurity risks. The increase in new laws and regulations has led to more complex operational procedures and higher operational costs. 	<ul style="list-style-type: none"> There is efficient technology to improve work processes. Develop security systems to protect company data access. Able to fully meet customer needs. Comply with relevant regulations and laws. 	<ul style="list-style-type: none"> Information Technology Systems Automation systems Cybersecurity systems Customer Relationship Management (CRM) Policies Information technology systems Work processes 	 

Social

Key Issues	Impact	Expectation	Key Success Factor	SDGs
<ul style="list-style-type: none"> Data Privacy Product Responsibility Product Accessibility 	<ul style="list-style-type: none"> Adequate understanding of personal data protection Products suitable for all social groups, including small businesses and 	<ul style="list-style-type: none"> Adequate understanding of personal data protection guidelines to ensure legal compliance Coverage that meets the 	<ul style="list-style-type: none"> Innovation Management and Human Capital Management Understanding of personal data protection Innovation management 	 

Key Issues	Impact	Expectation	Key Success Factor	SDGs
	<p>underprivileged groups</p> <ul style="list-style-type: none"> • Sufficient product diversity to meet customer needs • Channels for customer product accessibility 	<p>needs of all customer groups, including the ability to serve customers in all forms and suit various situations</p> <ul style="list-style-type: none"> • Comprehensive insurance products with diverse and easily accessible distribution channels for customers 	<ul style="list-style-type: none"> • Information technology systems • Employee knowledge and understanding 	
Environmental				
Key Issues	Impact	Expectation	Key Success Factor	SDGs
<ul style="list-style-type: none"> • Energy Consumption • Greenhouse Gas Emissions 	<ul style="list-style-type: none"> • Cooperation in implementing energy saving policies 	<ul style="list-style-type: none"> • Understanding of environmentally responsible operations 	<p>Energy Saving</p> <ul style="list-style-type: none"> • Energy-efficient equipment • Awareness building 	  

3.3 Sustainability management in environmental

3.3.1 Environmental policy and practices

The Company does not have a direct impact on the environment as it primarily operates in the service sector. However, the Company recognizes the importance of environmental sustainability. The Board of Directors has established an environmental policy committed to complying with relevant environmental laws and regulations. The policy focuses on the efficient and economical use of natural resources to prevent and reduce environmental impacts from the Company's activities, products, and services. It aims to raise employee awareness about the importance of environmental conservation, manage energy and resource use efficiently, and improve work processes and equipment to help reduce global warming and resource consumption.

The Company has instilled and cultivated habits among employees to use energy and resources efficiently. For example, reusing single-sided paper, reducing document printing, turning off air conditioning 30 minutes before lunch breaks and the end of the workday, turning off lights when leaving offices or meeting rooms and during lunch breaks, turning off computer screens when not in use, and using stairs instead of elevators within the Company.

In 2024, the Company began transitioning its fleet of Company vehicles from combustion engines to electric vehicles (EVs) to reduce greenhouse gas emissions and save costs, as electricity is cheaper than fuel. In the future, the Company plans to purchase more electric vehicles to help mitigate global warming and air pollution from increasing PM2.5 dust. The Company remains committed to its long-term goal of becoming a net-zero greenhouse gas emissions organization.

3.3.2 Environmental Performance

The Company has set a goal to continuously reduce resource and energy consumption. The implementation of various measures resulted in a reduction in the Company's water and paper usage in 2024, which subsequently led to a decrease in greenhouse gas emissions.

1. Electricity and Water Management

The Company has continuously campaigned to reduce water and electricity usage. In 2024, the Metropolitan Waterworks Authority increased water rates, and the Metropolitan Electricity Authority reduced the FT rate. As a result, the water and electricity consumption and costs at the Company's headquarters are as follows:

	2024		2023		Change	
	Water	Amount	Water	Amount	Water	Amount
	Consumption (Unit)	(Baht)	Consumption (Unit)	(Baht)	Consumption (%)	(%)
Municipal Water	5,542	101,696	6,012	97,018	-7.8	-4.8
Electricity	619,814	3,303,822.40	613,097	4,040,280	1.1	-18.2

2. Paper Management

The Company encourages employees to use paper efficiently by using both sides of the paper, sending emails instead of printing documents, and using electronic meeting documents. Additionally, in 2024, the Company reduced paper usage for printing policy conditions, resulting in a decrease in paper consumption and costs.

	2024		2023		Change	
	Paper	Amount	Paper	Amount	Paper	Amount
	Consumption (Sheet)	(Baht)	Consumption (Sheet)	(Baht)	Consumption (%)	(%)
General Printing	1,741,988	410,926.98	1,803,082	437,648.80	-3.4	-6.1
Policies Printing	6,736,237	728,652.96	11,111,508	1,500,255.02	-39.4	-51.4

3. Waste and pollution management

The Company continues to encourage employees to separate waste by providing bins for four types of waste: 1) aluminum waste, 2) recyclable waste, 3) hazardous waste, and 4) general waste. The Company also continues to collect data on the amount of waste and waste materials in 2024. Recyclable and general waste are taken to the building's waste collection points for proper disposal, which helps reduce environmental pollution.

4. Greenhouse gas management

Although the Company's business is a service industry, its operations still emit greenhouse gases both directly and indirectly from energy use, cooling systems, vehicles, and document delivery. In 2024, the Company continued to collect data on its carbon footprint from 2023 to understand and analyze the sources of greenhouse gas emissions, as well as calculate the amount of greenhouse gases emitted by the Company's activities. The Company received consultation and data verification from the Climate Change Institute of the Federation of Thai Industries for preparing the greenhouse gas emission and absorption report. The Company expects to have the report verified by certified Carbon Footprint for Organization (CFO) assessors from the Thailand Greenhouse Gas Management Organization (Public Organization) in 2025.

In 2024, the Company had greenhouse gas emissions from various activities covering operations in scopes 1-3 as follows:

Greenhouse Gas Emissions (Classified by Type)	Unit : Tons of Carbon Dioxide Equivalent (Ton CO2eq)	
	2024	2023
Scope 1 Direct Greenhouse Gas Emissions	106.00	266.00
Scope 2 Indirect Greenhouse Gas Emissions from Energy Use	447.00	415.00
Scope 3 Other Indirect Greenhouse Gas Emissions	164.00	198.00
Combined Scope 1 & 2	553.00	681.00
Combined Scope 1, 2 & 3	717.00	879.00

However, in 2024, the Company continued to support the reduction of greenhouse gas emissions by carrying out ongoing environmental activities and participating in the Care The Bear project supported by the Stock Exchange of Thailand. The details of the various activities are as follows:

Activities

Issuance of electronic policies

Issuing electronic policies and delivering them to customers through the electronic channels they have requested helps reduce the steps and time required for document printing. This results in customers receiving their policies faster, while also reducing paper usage and other resources used in the policy printing process. Additionally, it reduces fuel consumption for policy delivery.

Complete Step Project

Supporting the Prostheses Foundation of Her Royal Highness the Princess Mother by delivering collected aluminum waste from the Company's office to be melted into prosthetic limbs. This initiative helps protect the environment by recycling and reducing waste. The Company has been running this project for seven consecutive years.

Company employee uniform

The Company's employee uniforms are made from recycled plastic bottles, or polyethylene terephthalate (PET), which have been crushed and melted into fabric fibers. Using plastic waste bottles to produce fabric and sew shirts is a small step that helps reduce the amount of plastic waste. Additionally, the fabric has good heat dissipation properties, making it cool and comfortable to wear, wrinkle-resistant, and does not require ironing. It is also safe for the wearer's health, reflecting environmental sustainability by reducing the use of electricity and chemicals.

Selecting Environmentally Friendly Products and Services (Green Label)

The Company has switched to selecting products and services that have less environmental impact compared to other products or services with the same function, in accordance with the Company's environmentally friendly procurement policy.

3.4 Sustainability management in social

3.4.1 Social policy and practices

The Company is committed to conducting business with social responsibility, giving importance to all stakeholders. It adopts good corporate governance principles as a guideline for its operations and establishes policies and practices that comply with laws, regulations, and regulatory requirements.

Respect human rights

The Company commits to building a corporate culture that adheres to respect for human rights and complies strictly with laws and international principles on human rights. The Board of Directors establishes Human Rights Policy that prohibited involvement in human rights violations and was based on freedom, equality and peace and treated each other with respect and equality without discrimination of race, nationality, gender, language, religion, age, political opinion, social status, culture, customs, or any other matter. The Company does neither violates labor rights, nor hire unfairly and uses child labor under the legal age limit. The actions to protect human rights are supported and promoted.

In the past year, the Company has had no reported cases of human rights violations.

Fair treatment of employees

The Company places importance on treating employees thoroughly and fairly; evaluates performance and pays compensation appropriately; provides good welfare; encourages employees to continuously grow in careers path; promotes a work life balance; as well as provide work safety. The Company provides employees with opportunities to participate in welfare and benefits management by electing the Welfare Committee along with specifying the complaint procedure, so that employees can exercise their rights to file complaints.

In the past year, the Company has had no reported complaints from employees regarding unfair treatment in the workplace.

3.4.2 Corporate social performance

In 2024, the Company implemented social responsibility projects as below:

Activities

Participate in the Crop Insurance Scheme

The Company has participated in insuring agricultural crops under the animal feed corn project. This insurance covers damage or loss to the insured crops caused by perils specified in the policy, such as floods, droughts, and storms. To be eligible for crop insurance, the individual must produce the crops themselves and own the produce.

However, the government has designated crop insurance as a key measure to assist farmers in managing their finances. This insurance helps protect production costs in the event of natural disasters, safeguards against reduced crop yields, and stabilizes fluctuating crop prices. These measures aim to ensure income stability and job security for farmers.

Participate in “New Year Insurance Policy: Travel in Thailand Safely”

The Company participated with the Office of Insurance Commission (OIC) in “New Year Insurance Policy: Travel in Thailand Safely” under the concept of “car ready, people ready, insurance ready”. This project offered an accident insurance policy in the road safety campaign project during 2024 New Year festival of with insurance premiums were low in order to approach more people and promote micro-insurance.

Offer low premiums insurance policies (micro insurance)

The Company has developed low premiums insurance policies (micro insurance) in order that all groups of people are able to easily access. These micro insurances included mosquito insurance, which covers medical expenses for 6 serious diseases caused by mosquitoes and cancer insurance which has special conditions covering spouses and children.

ESG products development

The Company has developed insurance products that consider ESG (Environmental, Social, and Governance) issues. These products help manage economic risks, promote social equity by providing access to risk management for life and property, set appropriate insurance premiums, and offer sales through various channels to reach all groups of people. Examples include insurance for common diseases among working-age groups and voluntary car insurance that covers flood damage.

Support protection of vulnerable insured groups

The Company cooperated with Thai Walking and Running Club Confederation for Health and Thai Health Promotion Foundation in offering personal accident insurance policies to the elderly who were 66-85 years old, a vulnerable group participating in the marathon, to cover medical expenses. The Company also offered accident insurance policy for disabilities which was

Activities

micro insurance and an accident insurance policy for vulnerable groups that provided protection against death due to accidents including being murdered, secretly assaulted and/or accidents while driving or riding a motorcycle, passenger motorcycle, compensatory consolation money due to accident and compensation for income while being treated as an inpatient in the hospital as well.

Knowledge among Executives and Employees about Personal Data Protection Laws Project

Promote knowledge among the Company's executives and employees with the objective of educating them about personal data protection laws. This initiative aims to reduce compliance risk by providing valuable information. The content will be presented in the form of video clips distributed through internal communication channels and the Company's social media platforms.

Communicate information and knowledge with society

The Company communicated knowledge to the public through the Company's communication channels on various matters, including prevention of dengue fever, risk of cancer from the HPV virus, a healthy vegetarian diet, diseases caused by mosquitoes, the causes of car accidents, using a car in the rainy season and warning about fraud.

Vaccinated against 4 strains of influenza

The Company provides 4 strains of influenza vaccination for employees every year to build immunity for employees and family members to reduce the severity of the disease and death rate.

Hybrid Working Project

After the outbreak of coronavirus disease 2019 has been resolved, the Company continues to conduct hybrid working project by allowing voluntary employees to work from home some days. This project lets the employees reduce travel expenses and balance work and personal life, including the Company to continue business operation in case of emergency situations.

E-HR Project

The Company has transitioned its human resource management processes into a digital system. Employees can access their information and documents through a website or mobile application, reducing the need for printed documents and decreasing processing time. This change has increased employee satisfaction.

Activities

IA Digital Transformation Project

The Company has revised its internal audit processes by transitioning from paper-based data verification and working papers to digital documents and conducting audits through the Company's computer system. This change eliminates the need for travel to branch offices, resulting in reduced paper usage, lower costs, and decreased greenhouse gas emissions from travel.

Blood Donation Project

In collaboration with the National Blood Center of the Thai Red Cross Society, Phulpol Group Co., Ltd., and Sathorn Thani Complex, the Company has been inviting employees, the general public, and various organizations within Sathorn Thani Complex to donate blood since 2000. The collected blood is sent to hospitals to help patients in need. This year, Phulpol Group Co., Ltd. also provided drinking water and glass noodles to donors, attracting a large number of participants. Throughout the year, a total of 182,400 cc of blood was collected from 456 donors. The Thai Red Cross Society then distributed the blood to hospitals facing shortages to assist patients in need.

Body, Organ and Eye Donation Project

Encourage employees and the general public to donate their bodies, organs, and eyes to Chulalongkorn Hospital, the Thai Red Cross Organ Donation Center, and the Thai Red Cross Eye Bank. The Company recognizes that donating bodies to medical students or specialists can further medical education and development. Additionally, organ and eye donations are acts of great charity, providing life-saving opportunities and improving the quality of life for others.

Car scraps donation

The Company donated two car scraps to the Automotive Engineering Department at the Assumption Technical School Nakorn Phanom to be used in studying engine repair for the maximum educational benefits.

Donation

The Navakij Insurance Public Company Limited, in collaboration with Thai Smile Bus, showed their concern for motorcycle riders' safety by donating helmets during a royal volunteer activity. They distributed 200 helmets under the theme of safe driving on 26 July 2024, at Srirattanathammar Temple in Samut Prakan.

Money donation

Donate money to various organizations for public benefit as follows:

- The BTS Group Holdings Public Company Limited organized a grand merit-making event to raise

Activities

funds for the construction of an outpatient building at Makutkiriwan Hospital in Khao Yai. The event took place at Makutkiriwan Temple in Pong Talong, Pak Chong, Nakhon Ratchasima.

- Support the donation for the charity golf tournament organized by the National Defense College Alumni Association. The objective is to raise funds to purchase pediatric dialysis beds for the Pediatric Nephrology Unit at Phramongkutklao Hospital and to support other public charity activities.

- Donate money to support the Physical Education Golf Club to assist the elderly, support welfare activities of the Department of Physical Education, and help former officials of the Department of Physical Education.

- Donate money to support the activities of the 11th Public-Private Partnership for Social Order Management Course (PPPSOMC). The objective is to raise funds for charitable activities, social initiatives, academic events, and other activities. This support promotes physical exercise for good health, fosters relationships among participants, and provides opportunities for social gatherings and experience sharing.

- Donate money to the "Dreams for Children" project in collaboration with Poonphol Group Co., Ltd. This initiative aims to provide computer equipment, sports equipment, and renovate school buildings for Chong Lom Wannararam Temple School (Samut Prachanukul).

- Donate money to the charitable activities of the Madam Pang Foundation. The foundation organized its 2nd annual charity golf tournament in 2024 to support its public benefit activities, including education, healthcare, and assistance for disaster victims, the underprivileged, and other areas.

- Donate money to the "This Winter, Do Good for Dad 2025" project to alleviate cold weather hardships for those affected. The initiative includes distributing winter clothing and other necessities, as well as providing general medical and mobile dental services to the public in Kanchanaburi, organized by the Thai Red Cross Society.

4. Management Discussion and Analysis

Summary of operating performance, financial position and cash flow

Unit : million Baht

Operating performance	2024	2023 (Restated)	Increase (Decrease)	% Increase (Decrease)
Gross premium written	3,734.02	3,823.85	(89.83)	(2.35)
Net premium written	2,810.84	3,052.06	(241.22)	(7.90)
Add (subtract) unearned premium reserves	136.80	(100.38)	237.18	(236.28)
Net earned premium	2,947.64	2,951.68	(4.04)	(0.14)
Fee and commission income	266.46	212.23	54.23	25.55
Total underwriting income	3,214.10	3,163.91	50.19	1.59
Underwriting expenses	2,902.83	2,740.88	161.95	5.91
Profit from underwriting before operating expenses	311.27	423.03	(111.76)	(26.42)
Operating expenses	415.33	384.73	30.60	7.95
Profit (loss) from underwriting	(104.06)	38.30	(142.36)	(371.70)
Total investments income and profit (loss)	84.97	76.35	8.62	11.29
Share of profit (loss) from investment in associates	(2.42)	0.09	(2.51)	(2,788.89)
Other income	4.06	13.31	(9.25)	(69.50)
Other expenses and financial costs	1.44	1.60	(0.16)	(10.00)
Expected credit loss	0.24	0.08	0.16	200.00
Profit (loss) before income tax	(19.13)	126.37	(145.50)	(115.14)
Income tax (expense)	4.84	(19.09)	23.93	125.35
Profit (loss) for the year	(14.29)	107.28	(121.57)	(113.32)
Total assets	5,837.59	6,065.93	(228.34)	(3.76)
Total liabilities	3,861.69	3,941.41	(79.72)	(2.02)
Equity	1,975.90	2,124.52	(148.62)	(7.00)
Cash flows from operating activities	68.16	(20.63)	88.79	430.39
Cash flows from investing activities	(25.23)	(34.21)	8.98	26.25
Cash flows from financing activities	(71.06)	(50.67)	(20.39)	40.24

*Since 1 January 2024 the Company has changed its accounting policy related to the recording of claims receivable from counterparties. The company has retrospectively adjusted the financial statements as of 31 December 2023 and 1 January 2023 as well as the income statement and comprehensive income statement for the year ended 31 December 2023 to present comparative information.

Financial ratio

Financial ratio		2024	2023 (Restated)
Liquidity ratio			
Liquidity ratio	Times	1.11	1.15
Collection period for premium due and uncollected	Day	55.93	54.92
Profitability Ratio			
Gross profit margin	%	(3.70)	1.25
Retention Rate	%	75.28	79.82
Loss ratio	%	69.37	63.92
Underwriting and operating expenses ratio	%	34.16	34.79
Return on investment	%	2.56	2.11
Net premium ratio	Times	1.37	1.44
Net profit margin	%	(0.43)	3.30
Return on equity	%	(0.70)	5.06
Efficiency Ratio			
Return on assets	%	(0.24)	1.75
Assets turnovers	Times	0.55	0.53
Financial Position Ratio			
Debt to equity ratio	Times	1.95	1.86
Policy Liability to Capital Fund	Times	1.52	1.47
Unearned premium reserve to equity ratio	Times	1.02	1.00
Unearned reserve to assets ratio	%	34.57	34.88
Dividend payout ratio*	%	-	61.06
Car ratio**	%	382.56	425.44

* No dividend payment for the year 2024

** Unaudited data for the year 2024

Operating performance analysis

Since 1 January 2024, the Company has changed its accounting policy regarding the recognition of claims received from litigants. Previously, claims received were recognized when the right to claim was established. The changed accounting policy dictates that they are recognized upon receipt of payment. The change allows the Company's financial statements to represent the economic substance of the transactions more appropriately without diminishing their reliability.

The Company restated the financial statements as of 31 December 2023 and 1 January 2023 as well as the statement of profit or loss and other comprehensive income for the year ended 31 December 2023, as shown in the revised figures in the performance table.

In 2024, the Company's loss for the year was 14.29 million Baht, decreased by 121.57 million Baht or 113.32% compared to 2023 that was 107.28 million Baht. Loss from underwriting was 104.06 million Baht. The main reason is the increased insurance expenses due to net claims from the flood event. Profits from investments and other incomes were 84.93 million Baht. Income tax expenses were 4.84 million Baht.

Operating performance in 2024, the Company's gross premium written was 3,734.02 million Baht, decreased by 89.83 million Baht or 2.35%. Net premium written was 2,810.84 million Baht, decreased by 241.22 million Baht or 7.90%. Fee and commission income were 266.46 million Baht, increased by 25.55% resulting in 3,214.10 million Baht of total underwriting income, increased by 1.59%. Underwriting expenses were 2,902.83 million Baht and operating expenses was 415.33 million Baht, increased by 5.91% and 7.95% respectively compared to 2023. As a result, the Company's loss from underwriting is 104.06 million Baht in 2024, compared to 2023 that the Company's profit from underwriting is 38.30 million Baht.

Operating performance from investments and other income in 2024, the Company's income and profit (loss) from investments were 84.97 million Baht, increased by 8.62 million Baht or 11.29%. Other income was 4.06 million Baht, decreased by 9.25 million Baht or 69.50%. Share of profit from investment in associates was 2.42 million Baht. Expected credit loss was 0.24 million Baht.

As a result of the loss, the Company had a negative return on equity of 0.70% in 2024, reflecting the net loss compared to shareholders' equity. The basic loss per share was 0.38 baht, compared to 2023, which had a return on equity of 4.98% and basic earnings per share of 2.82 Baht, respectively.

Operating results from underwriting

- Fire insurance

Unit : million Baht

Fire insurance	2024	2023 (Restated)	Increase (Decrease)	% Increase (Decrease)
Gross premium written	805.87	756.36	49.51	6.55
Net premium written	407.45	373.32	34.13	9.14
Net earned premium	379.49	354.87	24.62	6.94
Fee and commission income	127.20	100.02	27.18	27.17
Total underwriting income	506.69	454.89	51.80	11.39
Net claims	202.30	117.11	85.19	72.74
Fee and commission	168.99	156.92	12.07	7.69
Other underwriting expenses	66.62	54.99	11.63	21.15
Total underwriting expenses	437.91	329.02	108.89	33.10
Profit (loss) from underwriting	68.78	125.87	(57.09)	(45.36)
Loss ratio (%)	53.31	33.00	20.31	

In 2024, the Company had fire insurance's gross premium written of 805.87 million Baht and fire insurance's net premium written of 407.45 million Baht, representing increases of 6.55% and 9.14%, respectively, compared to 2023.

Total underwriting income of fire insurance was 506.69 million Baht, increasing by 51.80 million Baht or 11.39%. Total underwriting expenses were 437.91 million Baht, increasing by 33.10% from the previous year. It is because net claims were increased by 85.19 million Baht or 72.74% resulting in 53.31% loss ratio compared to 2023 that loss ratio was 33.00. As a result, the Company had a fire insurance underwriting profit of 68.78 million Baht, a decrease of 57.09 million Baht or 45.36% compared to 2023.

- Marine and transportation insurance

Unit : million Baht

Marine and transportation insurance	2024	2023 (Restated)	Increase (Decrease)	% Increase (Decrease)
Gross premium written	116.77	100.05	16.72	16.71
Net premium written	48.78	44.87	3.91	8.71
Net earned premium	48.99	44.76	4.23	9.45
Fee and commission income	16.65	13.95	2.70	19.35

Marine and transportation insurance	2024	2023 (Restated)	Increase (Decrease)	% Increase (Decrease)
Total underwriting income	65.64	58.71	6.93	11.80
Net claims	8.90	7.08	1.82	25.71
Fee and commission	9.43	8.31	1.12	13.48
Other underwriting expenses	6.46	6.27	0.19	3.03
Total underwriting expenses	24.79	21.66	3.13	14.45
Profit (loss) from underwriting	40.85	37.05	3.80	10.26
Loss ratio (%)	18.17	15.82	2.35	

In 2024, the Company had marine and transportation insurance's gross premium written of 116.77 million Baht, an increase of 16.71%, and net premium written of 48.78 million Baht, an increase of 8.71% compared to 2023.

Total underwriting income from marine and transportation insurance was 65.64 million Baht, an increase of 6.93 million Baht or 11.80%. Loss ratio for 2024 increased to 18.17%, compared to 15.82% in 2023. Due to the increase in net premium written, the Company's profit from underwriting of marine and transportation insurance increased by 3.80 million Baht or 10.26%.

- Motor insurance

Unit : million Baht

Motor insurance	2024	2023 (Restated)	Increase (Decrease)	% Increase (Decrease)
Gross premium written	2,189.60	2,492.58	(302.98)	(12.16)
Net premium written	2,174.06	2,476.98	(302.92)	(12.23)
Net earned premium	2,347.32	2,397.63	(50.31)	(2.10)
Fee and commission income	4.37	5.12	(0.75)	(14.65)
Total underwriting income	2,351.69	2,402.75	(51.06)	(2.13)
Net claims	1,712.31	1,681.98	30.33	1.80
Fee and commission	336.00	371.63	(35.63)	(9.59)
Other underwriting expenses	156.62	164.14	(7.52)	(4.58)
Total underwriting expenses	2,204.93	2,217.75	(12.82)	(0.58)
Profit (loss) from underwriting	146.76	185.00	(38.24)	(20.67)
Loss ratio (%)	72.95	70.15	2.80	

In 2024, the Company had motor insurance's gross premium written of 2,189.60 million Baht, a decrease of 302.98 million Baht or 12.16%. Net premium written was 2,174.06 million Baht, a decrease of 302.92 million Baht or 12.23% compared to 2023.

The Company had motor insurance's total underwriting income of 2,351.69 million Baht, a decrease of 51.06 million Baht or 2.13%. Net claims were 1,712.31 million Baht, an increase of 30.33 million Baht or 1.80%, resulting in a higher loss ratio of 72.95% in 2024 compared to 70.15% in 2023. The decrease in motor insurance premiums led to a motor insurance underwriting profit of 146.76 million Baht in 2024, a decrease of 38.24 million Baht or 20.67% compared to 2023.

- Miscellaneous insurance

Unit : million Baht

Miscellaneous insurance	2024	2023 (Restated)	Increase (Decrease)	% Increase (Decrease)
Gross premium written	621.78	474.86	146.62	30.94
Net premium written	180.55	156.89	23.66	15.08
Net earned premium	171.84	154.42	17.42	11.28
Fee and commission income	118.24	93.14	25.10	26.95
Total underwriting income	290.08	247.56	42.52	17.18
Net claims	121.17	80.43	40.74	50.65
Fee and commission	70.90	63.14	7.76	12.29
Other underwriting expenses	43.13	28.88	14.25	49.34
Total underwriting expenses	235.20	172.45	62.75	36.39
Profit (loss) from underwriting	54.88	75.11	(20.23)	(26.93)
Loss ratio (%)	70.51	52.09	18.42	

In 2024, the Company had miscellaneous insurance's gross premium written of 621.78 million Baht, an increase of 146.62 million Baht or 30.94%. Net premium written was 180.55 million Baht, an increase of 23.66 million Baht or 15.08% compared to 2023. The increase in miscellaneous insurance premiums was due to accident insurance premiums and crop insurance project premiums for the 2024, which resumed after no premium value was recorded in the insurance business in 2023.

The Company had miscellaneous insurance's total underwriting income of 290.08 million Baht, an increase of 17.18%. Net claims were 121.17 million Baht, an increase of 40.74 million Baht or 50.65%, resulting in loss ratio of 70.51%, up from 52.09% in 2023. The increase in loss ratio led to a miscellaneous insurance underwriting profit of 54.88 million Baht, a decrease of 20.23 million Baht or 26.93%.

The key components of the profit (loss) from miscellaneous insurance in 2024 compared to 2023 are as follows:

- Accident insurance had an underwriting profit of 15.34 million Baht, a decrease of 5.46 million Baht or 26.25%.
- Health insurance had an underwriting loss of 6.16 million Baht, a decrease of 180.00% compared to a profit of 7.70 million Baht in 2023.
- Agricultural insurance had an underwriting profit of 1.83 million Baht, a decrease of 14.52 million Baht or 88.81%.

Investment performance

Unit : million Baht

Investment performance	2024	2023	Increase (Decrease)	% Increase (Decrease)
Investments income	105.11	99.77	5.33	5.35
Profits from investments	(11.45)	(14.51)	3.06	(21.12)
Profits (loss) from fair value adjustment	(8.69)	(8.91)	0.22	(2.50)
Total investments income	84.97	76.35	8.62	11.29
Share of profit (loss) from investments in associates	(2.42)	0.09	(2.52)	(2,717.07)
Other income	4.06	13.31	(9.24)	(69.45)
Return on investment	2.56	2.11	0.45	

In 2024, the Company had a total investments income of 84.97 million Baht, an increase of 8.62 million Baht or 11.29% compared to 2023. The return on investments was 2.56%, compared to 2.11% in 2023. Investments income consisted of the following factors:

- The investments income was 105.11 million Baht, an increase of 5.33 million Baht. This includes interest income from debt securities of 58.14 million Baht and dividend income from equity securities of 46.96 million Baht.
- Profits from investments 11.45 million Baht.
- Profits (loss) from fair value adjustment 8.69 million Baht.

Share of loss from investments in associates 2.42 million Baht, a decrease of 2.52 million Baht compared to 2023 which share of profit from investments in associates is 0.09 million Baht. Other income 4.06 million Baht, a decrease of 9.24 million Baht or 69.45%.

Income Tax

Income tax expenses for the years ended 31 December 2023 and 2022 were summarized as follows:

Income Tax	Financial statements in which the equity method is applied	
	2024	2023 (Restated)
Accounting profit before tax	(19.13)	126.36
Applicable tax rate	20%	20%
Tax expenses at the applicable tax rate	3.83	(25.27)
Adjustment in respect of current income tax of previous year	0.20	2.19
Adjustment in deferred tax	-	-
Net tax effect on tax-exempted revenues and non-tax-deductible expenses – net	0.81	3.99
Income tax expenses reported in statements of income	4.84	(19.09)

In 2024, accounting loss before tax of the Company was 19.13 million Baht. Income tax expenses reported in statements of income were 4.84 million Baht. The actual tax rate was 25.30%, which was higher than the legal applicable tax rate of 20% due to net tax impact adjustments on income or expenses that were not considered taxable income or expenses. It is in accordance with the revenue code.

Financial statement analysis

Assets

As of 31 December 2024, the Company's total asset amounting to 5,837.59 million Baht, a decrease of 228.34 million Baht or 3.76% compared to 2023. The significant assets were as follows:

- Investment assets were 3,320.21 million Baht, decreased by 330.41 million Baht or 9.05% from the previous year.
- Reinsurance assets were 664.52 million Baht, increased by 61.43 million Baht or 10.54% that was from insurance reserve refundable from reinsurance.
- Outstanding premiums were 551.40 million Baht, decreased by 57.47 million Baht or 9.44%
- Property, building, and equipment were 348.19 million Baht, decreased by 5.75 million Baht or 1.62%.
- Deferred income tax assets were 315.19 million Baht, increased by 24.34 million Baht or 8.37%.

- Reinsurance receivable consisted of amounts deposit on reinsurance amounting to 0.19 million Baht and amounts due from reinsurers amounting to 198.00 million Baht. The total was 198.19 million Baht, a decrease of 36.80 million Baht or 15.66%.

- Other assets amounted to 190.92 million Baht, an increase of 112.56 million Baht or 143.64%. The main increases included receivables from the sale of securities, which increased by 97.92 million Baht, and input tax receivables, which increased by 12.69 million Baht.

- Cash and cash equivalents were 159.84 million Baht, decreased by 28.12 million Baht or 14.96%. The Company invested money in investment assets and renovated office buildings.

Liabilities

As of 31 December 2024, the Company total liabilities were 3,861.69 million Baht, decreased by 79.72 million Baht or 2.02% from 2023. Major liabilities were as follows:

- Insurance contract liabilities were 3,003.20 million Baht, decreased by 112.44 million Baht or 3.61% loss reserve and outstanding claims and premium reserve as shown in the table.

Unit : million Baht

Insurance contract liabilities	2024	2023 (Restated)	Increase (Decrease)	% Increase (Decrease)
Loss reserve and outstanding claims				
Claims incurred and reported	915.58	965.28	(49.70)	(5.15)
Claims incurred but not yet reported	69.66	34.66	35.00	100.98
Premium reserve				
Unearned premium reserves	2,017.96	2,115.69	(97.73)	(4.62)
Total	3,003.20	3,115.63	(112.43)	(3.61)

- Reinsurance receivables were 483.06 million Baht, decreased by 5.89 million Baht or 1.20%.
- Other liabilities were 260.98 million Baht, increased by 39.35 million Baht or 17.75% as shown in the table.

Unit : million Baht

Other liabilities	2024	2023 (Restated)	Increase (Decrease)	% Increase (Decrease)
Accrued fee and commission	87.97	93.77	(5.80)	(6.19)
Accrued expenses	96.13	68.33	27.80	40.68
Other				
Accrued taxes	36.18	29.55	6.63	22.44
Advance received insurance premiums	8.36	2.60	5.76	221.54
Deposits and guarantees	1.17	1.12	0.05	4.46
Other creditors	31.17	26.26	4.91	18.70
Total	260.98	221.63	39.35	17.75

Accrued fee and commission was 87.97 million Baht, decreased by 5.80 million Baht or 6.19%. It was accrued expenses payable to agents and brokers.

Accrued expenses were 96.13 million Baht, increased by 27.80 million Baht or 40.68%, mainly due to an increase in accrued promotional expenses of 10.51 million Baht and accrued employee expenses of 14.94 million Baht from the incentive bonus payable in 2025.

Accrued taxes were 36.18 million Baht, increased by 6.63 million Baht or 22.44%.

Equity

As of 31 December 2024, the Company total equity was 1,975.90 million Baht, decreased by 148.62 million Baht or 7.00% from 2023. Major equity was as follows:

- Registered, issued and paid up capital was 380 million Baht, increased by 10 million Baht from 2023 due to share dividends payment and premium on share amounting to 647.30 million Baht.
- Appropriated retained earnings were 58.00 million Baht, increased by 1.00 million Baht due to the statutory appropriation from an increase in registered and paid-up capital. Appropriated retained earnings consisted of a legal reserve of 38.00 million Baht and a general reserve of 20 million Baht.
- Unappropriated retained earnings were 984.84 million Baht, decreased by 82.85 million Baht or 7.76%.
- Other components of equity consisted of exchange differences on translation of financial statements in foreign currency and surplus (deficit) on changes in value of investments in securities as shown in the table.

Unit : million Baht

Other components of equity	2024	2023	Increase (Decrease)	% Increase (Decrease)
Exchange differences on translation of financial statements in foreign currency	(20.71)	(18.94)	(1.77)	(9.35)
Surplus (deficit) on changes in value of investments in securities	(73.52)	1.48	(75.00)	(5,067.57)
Total	(94.23)	(17.46)	(76.77)	(81.47)

Assets quality

Premium receivables

As of 31 December 2024, the Company total premium receivables were 551.40 million Baht, decreased by 57.47 million Baht or 9.44% from 2023 which divided by time as follows:

Unit : million Baht

Aging from the maturity date	2024	%	2023	%	Increase (Decrease)	% Increase (Decrease)
Not yet due	437.23	79.29	480.72	78.83	(43.49)	(9.05)
Not over 30 days	58.95	10.69	68.11	11.17	(9.16)	(13.45)
Over 31 days to 60 days	19.56	3.55	33.18	5.44	(13.62)	(41.05)
Over 61 days to 90 days	25.11	4.55	10.74	1.76	14.37	133.80
Over 90 days to 1 year	10.40	1.89	16.13	2.65	(5.73)	(35.52)
Over 1 year	0.15	0.03	0.91	0.15	(0.76)	(83.52)
Total premium receivables	551.40	100	609.79	100.0	(58.39)	(9.58)
Less: Allowance for doubtful accounts	-		(0.92)		0.92	100.00
Total premium receivables-net	551.40	100	608.87	100	(57.47)	(9.44)

Premium receivables divided by time were a not yet due premiums of 437.23 million Baht or 79.29% and not over 30 days in the amount of 58.95 million Baht or 10.69%. Comparison of the year 2023, premium receivables that were not yet due decreased by 43.49 million Baht or 9%, and premium receivables that were not over 30 days decreased by 9.16 million Baht or 13.45%. The adequacy of the allowance for doubtful accounts is regularly assessed and is sufficient to cover the risk of loss from inability to collect.

Property, building and equipment

Unit : million Baht

Property, building and equipment	2024	%	2023	%	Increase (Decrease)	% Increase (Decrease)
Property	5.39	1.55	5.39	1.52	0.00	0.00
Building	10.09	2.90	10.79	3.05	(0.70)	(6.49)
Condominium units	236.05	67.79	242.06	68.39	(6.01)	(2.48)
Buildings improvement	65.49	18.81	64.58	18.25	0.91	1.41
Office furniture, fixture and equipment	22.38	6.43	23.19	6.55	(0.81)	(3.49)
Motor vehicles	6.27	1.80	1.39	0.39	4.88	351.08
Assets under installment	2.52	0.72	6.54	1.85	(4.02)	(61.47)
Total	348.19	100	353.94	100.00	(5.75)	(1.62)

In 2024, the Company had a net book value of property, building and equipment totaling 348.19 million Baht, a decrease of 5.75 million Baht or 1.62% from 2023. The company recognized depreciation expenses of 19.81 million baht in 2024 and amortized assets with a net value of 0.13 million baht. During the year, the company also made additional investments in building improvements and vehicles used in operations, which were due for replacement.

Investment assets

Unit : million Baht

Investment assets In which the equity method is applied	2024	%	2023	%	Increase (Decrease)	% Increase (Decrease)
Trading investments which are measured at FVPL	377.57	11.38	410.24	11.24	(32.67)	(7.96)
Available-for-sale investments which are measured at FVOCI	2,421.91	72.94	2,689.03	73.66	(267.12)	(9.93)
Held-to-maturity investments which are measured at amortized cost	520.25	15.67	550.86	15.09	(30.61)	(5.56)
Loans and interest receivables	0.48	0.01	0.49	0.01	(0.01)	(2.04)
Total investment assets	3,320.21	100	3,650.62	100.00	(330.41)	(9.05)

Investment assets In which the equity method is applied	2024	%	2023	%	Increase (Decrease)	% Increase (Decrease)
Investments in associates	12.40		17.04			

Total investment assets were 3,320.21 million Baht, decreased by 330.41 million Baht or 9.05% from the previous year. It consisted of investments in securities totaling 3,319.73 million Baht and loans and interest receivables totaling 0.48 million Baht.

Investment in securities totaling 3,319.73 million Baht were as follows:

1. Trading investments which are measured at FVPL was 377.57 million Baht or 11.38% of total investment assets.

2. Available-for-sale investments which are measured at FVOCI was 2,421.91 million Baht or 72.94% of total investment assets.

3. Held-to-maturity investments which are measured at amortized cost was 520.25 million Baht or 15.67% of total investment assets.

Investments in securities classified by type as follows:

Unit: million Baht

Investments in securities	2024	%	2023 (Restated)	%	Increase (Decrease)	% Increase (Decrease)
Government and state enterprise securities	1,110.45	33.45	1,168.62	32.02	(58.17)	(4.98)
Private sector debt instruments	739.31	22.27	864.45	23.68	(125.14)	(14.48)
Equity instruments	603.10	18.17	672.36	18.42	(69.27)	(10.30)
Non-listed equity instruments	110.25	3.32	184.08	5.04	(73.83)	(40.11)
Foreign equities	45.55	1.37	41.50	1.14	4.05	9.76
investment unit	210.82	6.35	188.26	5.16	22.56	11.98
Deposits and certificates of deposit from financial institutions with maturities of more than 3 months	500.25	15.07	530.86	14.54	(30.61)	(5.77)
Total	3,319.73	100	3,650.13	100.00	(330.41)	(9.05)

Investments in associates

Unit: million Baht

Associates	Nature of business	Shareholding percentage		Book value	
		2024 (%)	2023 (%)	2024	2023
TKI General Insurance Company Limited	Non-life insurance	32.50	32.50	7.08	8.82
TKI Investment Company Limited	Life insurance	32.50	32.50	5.32	8.22
Total				12.40	17.04

Investments in associates of the Company were invested in TKI General Insurance Company Limited and TKI Life Insurance Company Limited that registered and located at the Lao People's Democratic Republic on 27 December 2016 to operate non-life and life insurance business. The investment was between insurance Companies, life insurance Companies in Thailand and local business group. Subsequently, TKI Life Insurance Company Limited filed for the cancellation of its life insurance business license on 2 September 2024, and registered the Company name change to TKI Investment Company Limited on 25 September 2024. The Company's shareholding percentage was 32.5%, the initial investment amount as of 31 December 2024 was 43.26 million Baht. The book value of interests in TKI General Insurance Company Limited was 7.08 million Baht, TKI Investment Company Limited was 5.32 million Baht. In 2024, the Company had a share of loss of 2.42 million Baht, compared to 0.09 million Baht of the previous year. However, there was a loss from exchange rate totaling 2.22 million Baht in 2024 and 4.20 million Baht in 2023 that recognized and shown in the comprehensive income statement.

Liquidity

Cash flow

Unit: million Baht

Item	2024	2023
Net cash provided from operating activities	68.16	(20.63)
Net cash used in investing activities	(25.23)	(34.21)
Net cash used in financing activities	(71.06)	(50.67)
Net increase (decrease) in cash and cash equivalents	(28.13)	(105.51)
Liquidity ratio	1.11	1.15

During the year 2024, cash and cash equivalents of the Company decreased by 28.13 million Baht. Liquidity ratio was decreased to 1.11 from 2023 that was 1.15. Cash flows were generated from the following activities:

- Net cash provided from operating activities was 68.16 million Baht. It consisted of cash inflows from direct insurance premiums, interest income, dividend income and other income, cash outflows related to reinsurance, claims, fee and commission, other insurance expenses, operating expenses, income tax expenses and additional investment in financial assets.

Unit: million Baht

Item	2024	2023 (Restated)
Net cash received from insurance operating activities	(67.85)	307.04
Net cash outflow from financial asset operating activities	136.01	(327.67)
Cash flows provided (used) from operating activities.	68.16	(20.63)

- Net cash used in investing activities was 25.23 million Baht. In 2024, the Company renovated branch office buildings and invested in information technology systems and equipment to enhance the efficiency of its service operations.

- Net cash used in financing activities were 71.06 million Baht that was an annual dividend payment to shareholders of 55.50 million Baht and payment of lease liabilities of 15.56 million Baht.

Source of fund

As at 31 December 2024, the Company total liabilities were 3,861.69 million Baht, total equity was 1,975.90 million Baht which was equivalent to 1.95 of debt to equity ratio, which is higher than 1.86 of 2023. Most funds used in business operations came from equity and business operation. The major liabilities of the Company came from insurance contract which consisted of loss reserves, outstanding claim and unearned premium reserves amounting to 3,003.20 million Baht and due to reinsurers of 483.06 million Baht which occurred from the insurance business operation. The Company manages capital in order to maintain the ability to operate continuously and maintains risk-based capital in accordance with the requirements of the Office of Insurance Commission. In 2024, the total capital required under the law was 499.26 million Baht while the total capital available was 1,909.96 million Baht, a capital adequacy ratio was 382.56%, higher than the rate prescribed by law at least 140%.

Commitments and liabilities and management of off-balance sheet transactions

As of 31 December 2024, the Company had an outstanding balance of lawsuits in the amount of 83.10 million Baht. The case has not been finalized yet. However, the Company's obligations in respect of these lawsuits do not exceed the maximum sum insured per the relevant policies, which was 45.40 million

Baht. Nonetheless, the Company has set aside reserve for contingent loss amounting to 45.40 million Baht, and there were bank guarantees amounting to 2.20 million Baht; with a certificate issued in the Company's name amounting to 2.80 million Baht, as required in the normal course of the Company's business.

Factors or events significantly affecting future results of operations or financial status

The non-life insurance business and the financial status of the Company could be affected by these factors as follows:

Economic factor

Inflation, higher living costs, and lower purchasing of people caused by trade wars and international conflicts, these factors led to thrifty spending. Additionally, global economic and financial volatility, which affects the yield curve, has shown an upward trend recently. However, the insurance business must still be cautious in selecting investments in various asset types. Therefore, the Company must closely monitor economic conditions to promptly adjust strategies and business direction.

Technology factor

Business operating has changed according to the new environment with increased use of technology. As a result, the Company must change to a Digital Insurer by developing channels, formats, methods, and products that are easily accessible, using various applications to analyze and plan coverage to suit the insured. In addition, the Company must increase its competitive potential in terms of product development, service, and cost management.

Social factor

The transition to a fully aged society and the emphasis on healthcare have led people to spend on health insurance. However, the continuously rising medical inflation and unnecessary medical expenses have resulted in higher claims. Therefore, the Company must control healthcare costs appropriately without affecting the rights of policyholders to delay premium increases. Additionally, the Company should develop a variety of health insurance products to provide options for policyholders.

Environmental situation

Climate change has intensified the losses from natural disasters, leading to higher reinsurance costs and claims for non-life insurance companies. Therefore, the Company must accurately analyze risks to develop insurance products with appropriate premiums. This will ensure that people receives comprehensive coverage for natural disaster damage without the Company having to bear the increased risk costs.

Legal factor

According to the enforcement of new laws and regulations, the business operations and related costs must be increased. Additionally, the International Financial Reporting Standard 17 (IFRS 17), which will be enforced in 2025, will affect the valuation of assets and liabilities as well as the revenue recognition of non-life insurance companies. The Company must adjust its recognition and accounting practices to prepare for financial reporting in accordance with this standard.

5. The Company's general information

5.1 General information

Reference

Securities Registrar	Thailand Securities Depository Co., Ltd. 93 Ratchadsaphisek Road, Dindaeng, Bangkok 10400 Telephone (66) 2009 9000 Fax (66) 2009 9991
External Auditor	Miss Narissara Chaisuwan C.P.A. Registration No. 4812 EY Office Limited 33 rd Floor, Lake Rajada Office Complex, 193/136-137 Rajadapisek Road, Bangkok 10110 Telephone (66) 2264 0777 Fax (66) 2264 0789-90

5.2 Other information

None

5.3 Legal dispute

The Company did not have any legal dispute or was in the process of any lawsuit that might affect its assets or operations significantly; negatively affected the Company's assets at a value higher than 5% of shareholders' equity as at 31 December 2024.

5.4 Other stock exchange

None

Section 2

Corporate Governance

The Navakij Insurance Public Company Limited
Form 56-1 ONE REPORT 2024

Corporate Governance Policy	96
Corporate Governance Structure and Information of Committees, Subcommittees, Executives, Staffs and Others	120
Corporate governance performance report	150
Internal control and related parties transaction	166

6. Corporate Governance Policy

6.1 Overview of Corporate Governance Policies and Practices

The Board of Directors realizes the importance of conducting business under the principles of good corporate governance in accordance with international standards, taking into account the rights of shareholders, fair treatment, giving importance to the role of stakeholders, disclosure of information and transparency, and the responsibilities of the Board of Directors in order to strengthen competitiveness and performance with long-term perspective, ethical and responsible business, good corporate citizenship and corporate resilience. Therefore, the Corporate Governance Policy has been established to serve as a guideline for directors, executives and employees to adhere in performing duties in a consistent and manner. The Company provided the Corporate Governance Policy in accordance to that of the Organization for Economic Co-operation and Development (OECD), Corporate Governance Code for Listed Companies 2017 of Securities and Exchange Commission (SEC), Corporate Governance Report (CGR) of Thai Institute of Directors (IOD), Criteria for the Quality Assessment Project of Shareholders' Meeting Management of the Thai Investors Association and the Notification of Office of Insurance Commission on Good Corporate Governance of Non-Life Insurance Companies 2019.

The Company has published the Corporate Governance Policy on the Company's website and intranet system. Directors are acknowledged to understand and sign. New employees are trained during orientation, also training and testing are organized for executives and employees to encourage realizing the importance and strictly complying with the policy.

The Corporate Governance Policy of the Company consisted of 8 principles as follows:

- Principle 1 Establish Clear Leadership Role and Responsibilities of the Board
- Principle 2 Define Objectives that Promote Sustainable Value Creation
- Principle 3 Strengthen Board Effectiveness
- Principle 4 Ensure Effective CEO and People Management
- Principle 5 Nurture Innovation and Responsible Business
- Principle 6 Strengthen Effective Risk Management and Internal Control
- Principle 7 Ensure Disclosure and Financial Integrity
- Principle 8 Ensure Engagement and Communication with Shareholders

The Company's Corporate Governance Policy covers policies and practices relating to the Board of Directors and stakeholders, the full policies of which are available on the Company's website at <https://www.navakij.co.th/public/core/uploaded/documents/f75d37e4394b61d36f1c1a3a82861f28.pdf>
The main points are summarized as follows:

6.1.1 Policies and guidelines related to the Board of Directors, Roles, duties and responsibilities of the Board of Directors

The Board of Directors, as representatives of shareholders and the Chief officers, is responsible for an important role in formulating the policies and directions of the Company's operations; by performing duties with caution, honesty, and responsibility to their own duties, in order to build confidence and maximum benefits for shareholders, increase the capability of business operations to achieve good performance in the long term, which will benefit the economy and society, including readiness and ability to adapt to changes in economic and social conditions for stable and sustainable value of the organization.

The Board of Directors considers and defines the main objectives and goals of the Company and reviews them annually to keep them in line with changing business factors. The Company's main goal is to focus on conducting business with honesty and fairness, consider the benefits for stakeholders and society, improve and develop work processes and services by technology and create quality and diverse products to meet the demands of customers, expand the network of standard partners, and strengthen employees with excellent service skills.

The Board of Directors considered the annual business strategy and the three-year business plan to ensure that the strategy will lead the organization to achieve the Company's objectives and goals, integrating the sustainability strategy as part of the business strategy.

Structure, composition and qualifications of the Board of Directors

The Board shall comprise of no fewer than 9 members that will be appointed and removed by the shareholders' meeting. Independent directors of at least one-third of the entire Board, but no fewer than three people. Executive directors shall not be more than one-third of the entire Board to maintain a balance of power between non-executive directors and executive directors with diversity in the structure, not limited by gender, age, race, nationality or other differences.

Members of the Board of Directors have qualifications and do not have prohibited characteristics as specified by relevant laws. They are honest, sincere and ethical in their business operations. They have morality and responsibility. They can use their discretion straightforwardly, make decisions with information and reason, and are independent from the management and other groups with interests. They also have knowledge, ability, experience and various skills that are beneficial to business operations. At least one person has knowledge or experience in non-life insurance, one person has knowledge or experience in accounting and finance and one person has knowledge or experience in information technology. In addition, independent directors must have qualifications as specified in the announcements of Thai Capital Market Supervisory Board and other relevant announcements.

The Board of Directors is responsible for overseeing the Company's operations to ensure compliance with laws, objectives and regulations, approving strategic directions and goals, appointing

sub-committees to consider and screen various matters, appointing the Chief Executive Officer and the Company Secretary. The Board of Directors makes decisions independently of management in order to check and balance the work of management.

Subcommittees

The Board of Directors has appointed 6 sub-committees, namely 1) Audit Committee 2) Remuneration, Nomination and Sustainable Development Committee 3) Risk Management Committee 4) Investment Committee 5) Executive Committee 6) Product Governance Committee; in order to help screening and supervising tasks that require specific expertise and regular report pertaining the performance to the Board of Directors. The sub-committees perform their duties as assigned by the Board of Directors. They have the authority to invite the management to attend the meeting; to clarify or prepare a report in order to provide advice on the actions that have been assigned as it deems appropriate. The Board of Directors specifies charters for each sub-committee which stipulate the composition, qualifications, term of office and clearly written authorities and responsibilities.

Authorities, duties and responsibilities between the Board of Directors and the management

The Board of Directors is independent from the management, whereby the Company has clearly defined the scope of duties, responsibilities and powers of the Board of Directors from the management. The Board of Directors has the authority to make decisions and supervise the Company's operations in accordance with the laws, objectives, regulations and resolutions of the shareholders' meeting. It examines and approves the vision, mission, strategy, direction, business goals, the Company's policies, corporate governance framework, code of conduct, and business ethics. In addition, it is also responsible for overseeing the Company's risk management system, internal control system, compliance, reliable accounting and financial reporting system, appointing sub-committees and company secretary for supporting the work of the Board of Directors as well as having a duty to supervise the management to operate in accordance with the stipulated goal.

However, the Chairman of the Board, as the leader of the Board of Directors has the duty to promote the performance of the Board of Directors to achieve results by supervising, monitoring and ensuring that the Board of Directors performs duties effectively and achieves the main objectives of the organization. The Chairman also take the lead in the Board of Directors' meetings and the shareholders' meetings, set the meeting agenda including important matters that the Board of Directors must consider or be informed of. In addition, the Chairman have the duty to build good relations among the Board of Directors and between the Board of Directors and the management.

While the management is responsible for formulating the Company's policies, business strategies, goals, plans and annual budgets and implementing various actions in accordance with the policies and practices approved by the Board of Directors.

Directors nomination

The Remuneration, Nomination and Sustainable Development Committee is responsible for recruiting individuals to serve as directors of the Company to ensure that those who have been recruited have the required qualifications and will be able to perform duties according to two fiduciary duties, which is Duty of Care and Duty of Loyalty. The list is selected from the Director's Pool database of Thai Institute of Directors Association, as well as from the list proposed by shareholders and the Board of Directors. A variety of qualifications, including skills, experience, and specialized abilities that are beneficial to the Company, will be considered by creating a Board Skill Matrix to consider the knowledge and expertise of the recruited directors to be consistent with the Company's business strategy.

In addition, a good work history, including dedication of time and effort to perform duties, is considered in order to strengthen the Board of Directors. After considering and screening the list of persons, the Remuneration, Nomination and Sustainability Development Committee will propose their opinions to the Board of Directors and the shareholders' meeting for consideration of appointment as directors of the Company. The appointment of directors to replace directors whose terms of office have expired must be approved by the shareholders' meeting with no less than half of the total votes of shareholders attending the meeting and having the right to vote. Shareholders use ballots to elect individuals, in which shareholders cast all their votes to elect the persons nominated as directors one by one. Directors with vested interests must abstain from voting and leave the meeting room during the agenda.

In case that a director whose term has expired is proposed to be reappointed, the Company will first consider the evaluation results of the performance, recommendations, and time dedication to the Company in order to enhance responsibility for the director's duties and to ensure that the nominated director has all the qualifications according to the criteria. The Board of Directors will consider the nominated director for approval before proposing to the shareholders' meeting for a vote on appointment. The Company also allows shareholders to propose a person for consideration to be elected as a director in advance of the shareholders' meeting in accordance with the criteria of the Company.

Term of Directorship

Directors shall have a term of 3 years and any director vacating the office on due term may be re-elected. An independent director shall serve on the directorship for a maximum of 3 consecutive terms, or no longer than 9 years. However, for the benefit of the Company, the Board may review extending the independent director's term by proposing the shareholders' meeting for approval.

Term of Office of Subcommittees

1. The Audit Committee holds the office for a term of 3 years for a maximum of 3 consecutive terms or 9 years, unless the Board of Directors has an opinion otherwise.

2. The Remuneration, Nomination and Sustainable Development Committee holds the office for a term of 3 years and can be in the position for no more than 3 terms or 9 years unless the Board of Directors has an opinion otherwise.

3. The Risk Management Committee holds office for a term of 3 years

4. The Investment Committee holds the office for a term of 3 years and can be in the position for no more than 3 terms or 9 years unless the Board of Directors has an opinion otherwise.

5. The Executive Committee: the term of office shall be effective until the end of the position of the executive.

6. The Product Governance Committee: the term of office shall be effective until the end of the qualifications of the member of the Product Governance Committee.

Remuneration for Directors

The Company has a policy of paying remuneration to directors and sub-committees at an appropriate rate, and at a similar level to other companies in the same business group. The remuneration is determined in line with the Company's goals and operating results. It shall also be appropriate to the experiences and responsibilities of the directors in order to maintain directors who have qualifications that meet the needs of the Company considering the competitive environment and other factors that may affect the business or the economy. In addition, directors who are assigned to perform additional duties on various sub-committees will receive additional remuneration according to the specified rules. The Remuneration-Nomination and Corporate Governance Committee considers and proposes the structure and rate of remuneration for directors to the Board for approval before proposing to the shareholders' meeting for approval.

Currently, the Company's directors receive 2 types of remuneration which are director's bonus and meeting allowances for directors attending the meeting. The sub-committees receive only one form of remuneration, which is meeting allowance.

Directorship in Listed Companies

The Board of Directors has established a policy for the Company's directors to be able to hold directorships in not more than 5 listed companies, provided that holding positions in other businesses must not hinder the performance of the Company's directors. If any director holds the position of director more than the above mentioned or to become a director in a business with the same nature and in competition with the Company's business, a written report must be provided to the chairman and/or the Board of Directors for acknowledgment within 1 month from the date of appointment so that the Company can prevent the use of information and notify shareholders as appropriate.

The Chief Executive Officer and the President shall hold positions in no more than 2 other listed companies, subject to approval from the Board of Directors and must not hold a position as a director of

another company that operates the same business and is in competition with the business of the Company unless approved by the Board of Directors.

Board of Directors Meeting

The Board of Directors requires at least 7 meetings per year, one of which is a meeting of non-executive directors. Office of Company Secretary is responsible for scheduling the meeting in advance throughout the year, preparing a meeting notice together with supporting documents that contain sufficient information for decision-making, and submit it to the directors for consideration at least 7 days before the meeting. The Company has set guidelines for organizing the meeting as follows:

1. The meeting date is set in advance throughout the year, and there may be additional meetings on special agendas as necessary. However, in the month that the meeting was not held, the Company will send a report on the operating performance to the Board of Directors for acknowledgment.

2. There is a clear agenda for each meeting; the Chairman, the Chief Executive Officer and the assigned independent director will jointly consider and determine the meeting agendas. Directors and executives can also propose the meeting agenda.

3. The Chairman or assigned director is the person who summons the Board of Directors' meeting

4. The company secretary is responsible for preparing the meeting invitation letter with complete and adequate meeting documents to deliver to the directors at least 7 days prior to the meeting date except in urgent cases

5. The Board of Directors can access additional necessary information from the Chief Executive Officer, director, company secretary or other executives.

6. At the meeting of the Board of Directors, the presence of not less than half of the total number of directors is required for a quorum.

7. In case the Chairman is unable to perform his duties, other directors who attend the meeting shall elect one of the directors to preside over the meeting.

8. Each meeting takes approximately 2 hours, and all directors can discuss and express their opinions openly. The Chairman will be the one who collects opinions and conclusions from the meeting.

9. Voting is concluded by a majority of votes. At least two-thirds of the total number of directors must be present at the meeting; and if the directors object to the resolution, the objection shall be recorded in the minutes of the meeting.

10. The Director who has significant interests in any matter is not eligible to vote on that matter.

11. The Board of Directors encourages executives who will be successors to have the opportunity to meet or present a report to the Board of Directors in order to get to know and advise on issues that will encourage the executives to be more effective.

12. The company secretary prepares the minutes within 7 days after the meeting and proposes to the Chairman of the Board for consideration before proposing to the Board of Directors' meeting for approval in the next meeting. The minutes of the meeting that have been approved by the meeting and

signed by the Chairman of the Board will be kept systematically as confidential documents of Office of Company Secretary and stored in the form of electronic documents for easy of searching and checking.

13. The Company Secretary shall inform the issues discussed at the meeting and the results of the meeting to the Chief Executive Officer, the President, and the relevant vice presidents for action according to the resolutions or opinions of the meeting.

Governance of subsidiaries and/or associates

The Company ensures the business operations of subsidiaries and associates by assigning the Company's representatives to serve as a director or an executive in subsidiaries or associates companies to jointly determine strategies, business plans, budgets and policies, as well as to ensure the appropriateness and adequacy of internal control system. All transactions are in accordance with relevant laws and regulations, financial and operating performance are disclosed, including other important issues according to law. Representatives must report on the financial and operating performance of subsidiaries and associates to the Company.

Performance evaluation of the Board of Directors

The Board of Directors evaluates their performance as a whole board and individual annually. The objectives of the evaluation are to express their opinions on the overall performance of the Board of Director and to review the performance and obstacles in the past year. The company secretary prepares and reviews the assessment form, to be accurate, complete and in accordance with the good practice of the regulatory agencies. The assessment results are presented to the Board of Directors' meeting to consider the solutions for more efficient operation.

The whole Board of Directors' self-assessment form is divided into 6 topics: 1) Structure and Qualifications of the Board 2) Roles, Duties and Responsibilities of the Board 3) Board Meetings 4) Performance of Directors 5) Relationships with the Management 6) Self-Development of directors and executive development. The individual self-assessment form consists of 3 topics: 1) Directors' qualifications 2) Roles, duties and responsibilities of Directors 3) Board of Directors' meeting.

The evaluation criteria are divided into 5 levels: 90-100 percent is classified as excellent, 80-89 percent is classified as very good, 70-79 percent is classified as good, 60-69 percent is classified as fair, and 50-59 percent are required for improvement.

The Board of Directors has assessed the performance of the board-level subcommittees, namely the Audit Committee and the Remuneration, Nomination and Sustainable Development Committee. The self-assessment is for the whole committee on a yearly basis. The assessment is divided into 3 topics: 1) Structure and Qualifications of the subcommittees 2) Roles, Duties and Responsibilities of the subcommittees and 3) Meetings of the subcommittees. The evaluation criteria are divided into 5 levels, i.e., 90-100 percent is classified as excellent, 80-89 percent is classified as very good, 70-79

percent is classified as good, 60-69 percent is classified as fair criteria, 50-59 percent is classified as need improvement.

Directors development

A new director is well-informed and provided with information useful for carrying out their duties, including an understanding of the objectives, core goals, vision, mission, corporate values, as well as the nature of the business and its operations. The Company provides orientation for new directors to understand the roles, duties and responsibilities of directors, as well as introducing the nature and guidelines of business. The Office of the Company Secretary shall deliver the Company's data and useful information to the directors on the next day from the date of appointment. These documents consist of the manual of listed companies' directors, Corporate Governance Policy and Code of Conduct of the Company, articles of association, an annual report, business objectives, overall business characteristics and others.

The Board of Directors ensures that directors will be trained and continuously developed of knowledge necessary for performing their duties by supporting, promoting and facilitating the directors to attend training seminars in courses related to the performance of their duties and to participate in activities that enhance knowledge from the Thai Institute of Directors Association and relevant regulators in both public and private sectors.

Senior executives nomination

The Remuneration, Nomination and Sustainable Development Committee (the "Committee") is assigned by the Board of Directors to select and screen individuals with qualifications, knowledge and experience suitable for the Company's operations to propose to the Board of Directors for consideration and appointment to serve as the Chief Executive Officer and the President. The Committee may consider internal or external individuals with qualifications suitable for the Company's situation. In the event that the Company selects an internal individual, the Company will consider implementing the succession plan. The initial qualifications of the Chief Executive Officer as determined by the Board of Directors include vision, leadership, appropriateness to the organization's culture, knowledge, ability and experience in the insurance business, business management and other beneficial to the Company's operations, without prohibited characteristics and conflict of interest with the Company under relevant laws.

Succession plan

The Remuneration, Nomination and Sustainable Development Committee ("the Committee") is assigned by the Board of Directors to be responsible for recruiting the Chief Executive Officer and the President and proposing them to the Board of Directors for approval.

The nomination will consider qualified people from both inside and outside the organization in accordance with the situation, challenges, operations, operating model and business environment. Qualifications specifically discriminate or deprive, such as gender, race, age, etc., will be prohibited unless it has reasonable business reasons.

The Company prepared an individual personnel development plan. Determine the necessary curriculum to enhance skills, knowledge and ability for the person who will serve the position of the Chief Executive Officer and the President. In addition, they will also be encouraged to attend training in various courses both domestically and internationally to develop potential in accordance with the qualifications of the job position and prepare for succession in the overall management of the organization, as well as to assess the readiness and suitability for succession.

The Board of Directors will receive regular reports on the progress of the succession plan at least once a year.

Details of the succession plan are available on the Company's website at <https://www.navakij.co.th/public/core/uploaded/documents/8c614401cebde2451402e8f0abba47fd.pdf>

The succession plan for positions below the President level, the Company assigned the Organization Development Department to prepare a training plan in terms of knowledge and skills to prepare employees at each level to become supervisors.

Remuneration for Executives

The Remuneration, Nomination and Sustainable Development Committee will review the remuneration of the Chief Executive Officer and the President appropriately according to the Company's remuneration structure. It must be consistent with the long-term benefits of the Company, taking into account the roles, duties and responsibilities, operating performance, the Company's financial and other performance results, economic conditions and comparable to other companies in the same business, before presenting them to the Board of Directors for approval.

Performance evaluation of Senior Executives

The Remuneration, Nomination and Sustainable Development Committee considers and presents its opinions to the Board of Directors in determining the criteria used in the annual performance evaluation of the Chief Executive Officer and the President. The criteria for consideration will be consistent with the Company's goals. The non-executive directors will consider and evaluate the performance, and report the results to the Remuneration, Nomination and Sustainable Development Committee for consideration before reporting to the Board of Directors. In addition, the Chief Executive Officer also assesses the performance of the lower-level executives together with the President in order to ensure fairness.

Employees development

In addition, the Company has also planned to develop employees in the organization to be at the executive level and the head of the department. Training courses are organized throughout the year which are classified into general courses and job-specific courses. Training courses are organized both internally (In-house Training) and externally by sending employees to attend training seminars with external institutions such as the Thai Insurance Institute and insurance institutes abroad. In addition, a program for executives to visit foreign insurance companies is also organized.

6.1.2 Policies and Practices Related to Shareholders and Stakeholders

Rights of shareholders and equitable treatment of shareholder

The Board of Directors realizes the duty to protect the interests and respect the fundamental rights of all shareholders. Shareholders' rights include the right to receive share certificates and to transfer shares, the right to receive sufficient and timely information, which is appropriate for decision-making, the right to receive a share of profits in the form of dividends. Shareholders also have the right to attend the shareholders' meeting to vote at the meeting in order to decide on changes in policies or important fundamentals of the Company, such as election and removal of directors, determination of directors' remuneration, selling or transferring the Company's business to another person, buying or accepting other business transfers, dividend allocation, capital increase or capital reduction and approval of other special transactions that are not normal transactions. The Company encourages shareholders and institutional investors to exercise their rights through shareholders' meeting so that all groups of shareholders are involved in decisions related to their interests. The Company provides a channel for shareholders to propose meeting agendas and nominate qualified candidates to serve as directors prior to the meeting, by disclosing on the Company's website and sending a newsletter to the Stock Exchange of Thailand, with a period of no less than 1 month.

The Company holds an annual general meeting of shareholders within 4 months from the end of the fiscal year for shareholders. All shareholders are reported the Company's operating results and participate in consideration and decision-making on important agenda. The Board of Directors clearly sets the meeting agenda and does not add any agenda for consideration other than those specified in the notice or change any important information without notifying the shareholders in advance. The Company may organize an extraordinary general meeting of shareholders if it is necessary to propose the matter to the shareholders' meeting for consideration as a special case.

The venue for the annual general meeting of shareholders is convenient for shareholders to travel to and can adequately accommodate shareholders. The Chairman of the Board, the Chairmen of all subcommittees, the Chief Executive Officer, the Chief Financial Officer, and the Company's auditor will attend the meeting. The Company still managed the shareholders' meeting in full compliance with

the law, regulations and guidelines of the shareholder meeting assessment project of Thai Investors Association

The Company prepared Thai and English invitation notices for the Annual General Meeting of Shareholders which contained detailed information and opinions of the Board of Directors in each agenda, meeting minutes and annual report. Shareholders were informed to submit questions about the meeting agenda via the Company's website not less than 28 days prior to the meeting, including announcement via electronic media in accordance with the requirements of the law and announcement via the news system of the Stock Exchange of Thailand so that shareholders are fully informed. The Center Securities Depository (Thailand) Co., Ltd. as the Company's Registrar is assigned to submit a meeting notice to shareholders 21 days prior to the meeting in order to allow shareholders to acknowledge and have sufficient time to consider the information prior to attend the meeting. The Company encourages shareholders who are unable to attend the meeting to use Proxy Form B in which shareholders can determine the voting. Proxy Form B is delivered to the shareholders together with the invitation letter for the shareholders' meeting and can be downloaded from the Company's website as well. In this regard, the Company prepares a duty stamp for attaching the proxy form for the convenience of the shareholders.

The Company uses a barcode system to register the meeting attendees in order to ensure that the registration process is fast and correct. Shareholders shall receive ballots to vote for the agenda that must be considered for approval and verification. In addition, shareholders can register to attend the meeting after the meeting started and they can vote on the agenda that has not yet been resolved.

The Board of Directors informs shareholders of important information prior to the meeting, such as the number of shareholders attending the meeting and appointing their proxies, voting practices, vote counting and collection of ballots. The Chairman then proceeded to the meeting according to the meeting agenda without adding any agenda or changing any important information other than those specified in the invitation letter sent to the shareholders in advance.

The Company allocates time for the meeting appropriately and gives shareholders an opportunity to express their opinions and ask additional questions on each agenda before voting. The Company Secretary will record questions and answers in the minutes of the Annual General Meeting of Shareholders.

Shareholders have the right to vote according to the number of shares held, where one share equals one vote. In the agenda for the election of directors to replace those retiring by rotation, shareholders can vote for the election of directors individually. The directors who have interests in any agenda will not attend the meeting and vote on that agenda. The Company has provided a legal advisor to provide legal opinions and act as a mediator to verify voting, and vote counting in order to ensure transparency in the shareholders' meeting.

The Company disclosed the resolutions of the Annual General Meeting of Shareholders with voting results within the meeting date. The minutes of the Annual General Meeting of Shareholders was submitted to the relevant regulatory agencies within the specified date according to the regulations and published on the Company's website for the shareholders to acknowledge, comment, and review within 14 days after the meeting is finished.

Responsibility to stakeholders

The Board of Directors realizes the importance of respecting rights and providing fairness to stakeholders. Cooperation between the Company and its stakeholders is promoted for enhancing the Company's performance and upholding mutual benefits based on fairness. The Company treats stakeholders according to their rights under relevant laws. The Board of Directors sets policies for treating stakeholders as follows:

1. Shareholders

The Company is strongly committed to maintain business growth and provide long-term values to the shareholders, by strictly adhering to the equitable and fair, performing duties with responsibility, in good faith with no vested interest either directly or indirectly, complying with the laws, objectives, articles of association, and resolutions of the Board and shareholders' meetings, operating a business in line with the principles of Corporate Governance and Code of Conduct, allowing shareholders to participate in corporate governance and share opinions regarding the Company's business operation, disclosing the Company's information correctly and sufficiently for decision-making of shareholders, providing multiple channels for easily access to corporate information and Shareholder Relations Division is prepared to communicate with shareholders.

2. Clients (Insured)

The Company's policy is to respond to clients' satisfaction and to maintain the clients' long-term relationships by treating every client equally and fairly, developing quality of insurance policy and set premiums with the best benefits for clients, communicating insurance policy information, conditions clearly and honestly without propaganda or misunderstanding on sales, advertisement and services, conducting business in good faith and with ethics and not disclosing clients' confidential information for third parties' advantage also providing various channels for feedback and complaints.

3. Employees

The Company treats employees fairly based on human rights principles and respects the freedom and rights of employees. The Company takes into account their potential and ethics without discrimination based on gender, race, religion, or any other differences in nomination. Clear employment terms and conditions that are in accordance with the law and fairness are clear with appropriate and adequate remuneration that is comparable to other companies in the same business. Benefits such as the establishment of a provident fund and health insurance are also provided. The Company encourages

employees to continuously develop and grow in their careers, with a balance between work and personal life, sets guidelines on safety and hygiene in the workplace, and complies with labor protection laws by not terminating employees without reasonable cause.

4. Creditor

The Company has a policy to manage the business effectively and the ability to pay off debt to maintain the reputation and credibility with fair practices for both parties, not violating the rights of creditors, not concealing information that may cause damage to creditors, considering providing business collateral as appropriate, consistently paying debts on time, strictly following the agreed terms and conditions, including finding ways to quickly solve problems in cases where the agreed terms and conditions cannot be followed.

5. Business Partners and Contractors

The Company sets criteria and selects its business partners with transparency without altruism or self-interest. All partners have the opportunity to express their opinions and suggestions on business operations. The Company also provides equality to business partners with equal information, and will not disclose the business secrets of business partners to third parties. The Company stipulates criteria for selecting vendors and service providers based on legal documents, service eligibility, pricing, availability, technical competence, experience, expertise, product and service quality, customer references or business reputation and after-sales service policy.

6. Business Competitors

The Company aims to compete in business according to the rules and business etiquette under the related law, avoids any action that reduces or restricts trade competition. does not destroy the reputation of competitors by dishonest means, and does not infringe any intellectual property or copyright. The Company will focus on competition in terms of quality and efficiency of service for the best benefit of customers.

7. Community, Society and Environment

The Company determines to operate business with responsibility to community, society and the environment so it is our honor to cooperate with other organizations; government sector, private sectors, or civil society, as well as encourages stakeholder to participate in community development and social sustainability. As the Company's guidelines and policies are provided for the society and environment, the Company conducts business with an intention to benefit economy and society, supports the underprivileged and victims of natural disaster and promotes awareness of social and environmental responsibility.

Stakeholders participation

All groups of stakeholders can participate in the Company's operations by suggesting, making complaints or whistleblowing in the event that any employees are found or implied misconduct.

The whistleblower shall be notified by post, electronic mail or telephone to the Vice Presidents of the Organization Development Department, the Office of Compliance, the Chief Executive Officer and the Chairman of the Audit Committee. After receiving the matter, the Company will investigate the facts and follow the procedures stipulated in the Whistleblowing and Complaint Policy.

Anti-Corruption Policy

The Company is committed to resisting corruption. The Board of Directors therefore established the Anti-Corruption Policy and Measures (“ the Policy”) which was reviewed annually. The Policy prohibited directors, executives, employees and people who have business relationship with the Company to resist or be involved in all forms of corruption both directly and indirectly. The Company also established guidelines for activities with high risk or is a channel of corruption and rules on giving and receiving gifts, to strengthen understanding and build a standard of work.

The Board of Directors assigned the Risk Management Committee to be responsible for ensuring that the Company has adequate and appropriate corruption risk management by reviewing the risk management report to assess and monitor significant risks and report to the Board of Directors. All departments must assess corruption risk annually as well as formulate a risk management and mitigation plan. The Office of Risk Management will analyze the operational risk management process, corruption, and fraud by evaluating, analyzing, monitoring, controlling, and compiling the overall risk status to be under risk appetite and report to the Risk Management Committee to consider risk management policy, risk appetite and risk tolerance, including reporting risks to the Board of Directors. In addition, the Company has established guidelines for high-risk activities or channels for corruption.

The Company assigned the Office of Internal Audit to audit and review the internal control system and operations in compliance with policies, guidelines, operational authority, regulations, laws and regulatory requirements to ensure that the control system was appropriate and adequate to corruption risk and report the audit results to the Audit Committee. The President assigned the Anti-Corruption working team to carry out activities and coordinate with various departments in implementing the Anti-Corruption Policy and Measures and report to the President.

The Company communicated the Anti-Corruption Policy and Measures to employees through various communication channels such as the intranet and other electronic communication channels, organized online learning courses with test, explained to new employees during orientation. The Company also communicated the policies to external parties such as customers, business partners, associates and stakeholders via the Company's website, annual reports, electronic mail, commercial contracts. The Company also invited business partners to join as members of Private Sector Collective Action against Corruption (CAC) to support the drive against corruption and expand the network of transparent business operations to partner companies.

The guidelines for supervising and monitoring corruption risks are as follows:

1. The Board of Directors has assigned the Audit Committee to supervise the implementation of anti-corruption measures, to review the financial reporting system, accounting system, internal control system, internal audit system, and risk management system. Such systems shall comply with relevant laws and international standards. They shall also be efficient, up-to-date, appropriate and rigorous for preventing and reducing the corruption risk.

2. Stipulate guidelines for high-risk activities or channels for corruption to enhance understanding and be the standard of work process.

3. Provide channels for receiving complaints, measures to protect whistleblowers and complainants and a fair trial process. The Company imposes disciplinary penalties for an employee who committed corruption and reviews or terminates the business transaction in the case of a third party.

Anti-Corruption monitoring and assessment

1. Assign the Office of Internal Audit to audit and review the internal control system and the operation to be in accordance with the policy, guidelines, authority, regulations, laws and regulatory requirements; to ensure that there is an appropriate and enough control system against corruption risks. The audit report shall be presented to the Audit Committee.

2. Assign the Risk Management Committee to oversee the corruption risk management to ensure that it is adequate and appropriate. The Committee shall review the risk management reports in order to assess and monitor major risks and report them to the Board of Directors.

The Company regularly reviews the anti-corruption measures to be in accordance with changes in laws, rules, regulations and the Company's business.

The Company established Anti-Corruption Policy and Measures via
<https://www.navakij.co.th/public/core/uploaded/documents/340755ee82ca90c6bd89f17c64ce28c5.pdf>

Prevention of conflict of interest

The Company requires directors, executives, and all employees to avoid engaging in rival business and making related transactions with a related person or juristic person that may cause a conflict of interest with the Company. However, the Board of Directors approves the related person's transaction if it is a normal business transaction or a normal business support that operates in accordance with general commercial principles and considering the best interests of the Company. Such transactions must strictly comply with the regulations of the regulatory agencies. Directors or interest person must not attend the meeting or participate in the consideration or vote for such transaction. The Company shall prepare a report and disclose information about related transactions or transactions that may have conflicts of interest to shareholders in order to be used as information for examining transactions that may cause conflicts of interest. Directors and executives and vice presidents shall prepare a report on their interests when they are first appointed as directors or executives and every time there is any change in information

as well as to review the information annually. The Company Secretary shall send a copy of such report to the Chairman and the Chairman of the Audit Committee.

Information disclosure and transparency

The Company attaches importance to the disclosure of performance information, both financial information and non-financial information, as it affects the decisions of investors and all groups of stakeholders. The information disclosed shall be transparent, accurate, complete, reliable, timely and eventual in accordance with the rules of the SET, SEC, OIC and other relevant regulatory agencies strictly.

In order that shareholders, investors and the public easily and thoroughly access the Company's information, various channels are provided such as 5 6 -1 One Report, quarterly performance reports, company website, meeting and interview, press releases for major events and upon new products launch.

The Chairman or Advisor to the Chairman of the Board or the Chief Executive Officer or the President are authorized to disclose information, publish announcement to media or clarify the case of rumors. The Company also assigns the Chief Financial Officer and the Office of Company Secretary staff to coordinate with the Stock Exchange of Thailand. In addition, shareholders and investors contact the Shareholder Relations Department for more information on the telephone number +66 2664 7777 ext. 1905, 1906 and 7719, E-mail Shareholders Relations Department. office_president@navakij.co.th or on through the Company website www.navakij.co.th.

Prevention of inside information

The Inside Information Policy and the matter of maintaining the Company's confidential information are specified in the Company's announcement in the Code of Conduct. The agreements to comply with data security policy were signed by all employees in order to prevent them from using the Company information for their own benefit or without permission from the Company. The violation of such regulations is a serious offense and subject to disciplinary action of which the maximum penalty is dismissal without compensation.

In addition, directors, executives and staff responsible for the Company's information are prohibited from using inside information in trading the securities for their own or third party's benefit. The Company Secretary shall send a notice to the Board of Directors and executives to refrain from trading the Company's securities 2 weeks before disclosing information or financial reports to the public. The directors and first 4 executives shall submit a report on the change of securities holding (Form 59) via the SEC's online system upon making transactions such as buying, selling, transferring or accepting transfers of the Company's securities and notify the Company Secretary in order to report to the Board of Directors' meeting. The Company prescribes an agenda for acknowledgment of securities holdings of directors and executives as a regular agenda in every meeting of the Board of Directors.

Prevention of intellectual property or copyrights

The Company has established policies and procedures to prevent the violation of copyright laws and the Computer Crime Act. Employees' use of software programs is monitored to prevent use of software that is not related to their jobs or that violates copyright. Unauthorized disclosure of business secrets and other confidential information is prohibited. An efficient compliance control process is implemented. In case that the Company violates legal rights due to employees' negligence or ignorance, the company will be responsible for damages fairly and appropriately and shall punish related persons according to internal regulations and procedures.

The Information Security Management System and Data Protection Committee and Working Team are responsible for information security operations, emergency management, business continuity plan, privacy and personal data management, and cyber security in order to comply with the laws, rules, and regulations relevant to the business operations.

Supervision and management of information technology

Information technology and data storage systems are the significant factors for business operation. The Board of Directors assigns the Risk Management Committee to supervise the use of information technology to be in line with the business strategy. The information technology shall be flexible for changes in information technology and the Company's business operations as well as ready for handling cyber threats. The Committee also supervises the management of information technology risks and cyber threats which is considered a major risk and part of the enterprise risk management.

The Board of Directors approved the IT Risk Management Policy, IT Security Policies and Business Continuity Management Policy which have been reviewed by the Risk Management Committee. The policies were communicated to employees for acknowledgment and practice.

Information Technology Risk Management Policy established processes and procedures, risk appetite, risk assessment criteria, risk management methods, risk indicators and information technology risk reporting. The Information Technology Security Policy defines the management of information technology security, human resources and information assets management, information systems access control, physical and environmental security, threat monitoring, and contingency plans as well as cyber security risks supervision and management. For the Business Continuity Management Policy, a business continuity management framework was established in accordance with ISO 22301:2012 standards. The structure of duties and responsibilities of personnel, business impact analysis, operational recovery strategy and operational plans of various departments were also established.

The Company appointed Information Security Management System and Data Protection Committee that consisted of Chief Executive Officer and President, Chief Information Officer, Chief Risk Officer and Data Protection Officer. The Company also appointed Information Security Management Representative

Committee that consisted of the Information Officer, Vice Presidents of various departments and Data Protection Officer to be responsible for information security, corporate governance in emergencies, business continuity, privacy and personal information management and cyber security according to relevant laws, rules and regulations.

The Company organizes the Penetration Test annually by simulating an information system threat scenario to assess the Company's cyber risk and find vulnerabilities in access to critical systems provided to external partners to be safe from using the Company's system services. The Company builds confidence that the system is safe according to international standards. In addition, the objective of the test is to improve and solve problems when threats to information systems occur, as well as maintain the information system to be stable and ready to use continuously.

The Company organized training, tested Cyber Drill plan and responded to Cyber Incident Response Plan (CIRP) annually. The Company is always ready to improve threat response plans to align with current events by creating conditions and cyber-attacks situations. The scenario was that the ransomware attacked the system, and the data were stolen from the internal system in dealing with Phishing Mail. The test results found that employees understand, be aware of cyber threats, and respond to abnormal events. They also concern about suspicious emails by immediately notifying the responsible department to investigate and take corrective action.

In 2024, the Company was certified with the Information Systems Security Standard ISO 27001: 2022 which represents the Company's commitment to develop and enhance the information security systems and confidential information management, credibility, and the availability of information to be in international standards. The Company was also audited according to the standards of Office of Insurance Commission (OIC 8 Domains) at the gold level for the year 2021 and 2022, which confirmed intention and determination to continuously create information technology standards of the Company.

Whistleblowing and complaints

The Board of Directors established the Whistleblowing Policy for stakeholders to participate in expressing opinions or notify clues of suspected fraud, violations of regulations, irregular financial reporting and any other actions that might affect the reputation and cause damage to the Company. Stakeholders shall notify any matter via a post mail to the Navakij Insurance Public Company Limited, No. 100/47-55, 93/3-6, 26th Floor, Sathorn Nakhon Building, North Sathorn Road, Silom, Bangrak, Bangkok 10500 and also telephone or send electronic mail to the persons with the following details:

- Vice president of the Organization Development Department
Tel: 0 2664 7712 Email: phatarawipha_w@navakij.co.th
- Vice president of the Office of Compliance
Tel: 0 2664 7719 Email: charuwan_c@navakij.co.th

- Chief Executive Officer

Tel: 0 2664 7738

Email: pitiphong@navakij.co.th

- Chairman of the Audit Committee via Secretary of the Committee

Tel: 0 2664 7778

Email: phisit_p@navakij.co.th

Details are published on the Company's website in order that the complainants select the appropriate channels. The Company also establishes measures to protect whistleblowers and complainants. The complaint information shall be kept confidential. The Company shall not act unfairly towards whistleblowers, complainants or those who cooperate in the investigation.

Processes for complaints and protecting whistleblowers are as follows:

1. The details of clues and complaints must be clear or enough to investigate.
2. Information and investigation processes shall be kept confidential and disclosed with only necessary precautions. The information on whistleblowing regarding third parties and employees shall only be shared to those involved in the investigation only. While information of whistleblowing regarding senior executives shall be kept by the secretary of the Audit Committee to report directly to the Audit Committee.
3. President shall appoint 3 vice presidents who are independent from concerns and complaints as the Investigation Committee.
4. The Investigation Committee shall provide the management approach including remedies for damage and propose to the President for approval.
5. The investigation must be conducted with fair treatment of the accused.
6. The duration of the investigation depends on the complexity of the issues, the sufficiency of the evidence.
7. The Investigation Committee shall report the result of the investigation and remedies for damage to the Audit Committee quarterly.

Risk management and internal control

The Board of Directors established a holistic risk management framework and policy that corresponds to the purpose and business goals for effective risk management and strategic plan with Corporate Governance. The Board of Directors supervised the Company's risk management to risk appetite and did not exceed risk tolerance by appointing the Risk Management Committee to follow up on risk management for maximum benefits and in accordance with the holistic risk management framework and policy. The Risk Management Committee was also appointed to ensure that the Company would have a stable financial and capital position with adequate and appropriate risk management that the Company was able to achieve the objectives or goals.

Respect for human rights

The Company has a policy not to involve in human rights violations, and realize the rights of equality. The Company complies with the principles of human rights that are protected by the Constitution of the Kingdom of Thailand. The Company neither violates human dignity, rights and personal liberties nor discriminates against any individual such as race, nationality, gender, language, religion, age, political opinion, social status, culture, traditions or any other matters. The Company do not violate labor rights, employ unfair labor, and use forced labor. Neglecting or ignoring human rights violation is prohibited. Freedom of thought and participation in political activities are allowed if it does not affect or damage the Company.

Tax management

The Company is committed to complying with tax laws and recognizes the importance of being a good taxpayer, proper, transparent, and verifiable tax payment to drive the business to grow sustainably and contribute to the development of the country. The Board of Directors therefore established Tax Policy by adhering to and complying with the requirements of tax laws. The Tax Policy of the Company is defined to manage tax planning to pay taxes accurately and on time, study the tax implications when implementing a new project or when a new law is issued to operate properly use of tax benefits in accordance with the legal framework for maximum benefit, use the right tax structure, do not seek opportunities from unusual tax structures to evade taxes as well as cooperate with government tax authorities to ensure transparency of tax operations.

Actions against those who do not comply with policies and practices

The Board of Directors supervises the directors, executives and employees to strictly comply with the Corporate Governance Policy and the Code of Conduct. Executives must take responsibility for their subordinates to be aware of, understand and strictly comply with the policies. If there is a violation of the Corporate Governance Policy and the Code of Conduct, the relevant executives must review the violation and consider solutions and preventive measures to prevent future occurrences, including continuously monitoring the issue.

The Company assigned Office of Compliance supervising all departments to operate in accordance with laws related to the Company's business and practices and assigned Office of Internal Audit to audit the operations of all departments, with both Offices reporting their performance to the Audit Committee.

The Company does not allow any illegal or unethical actions. If any directors, executives, or employees commit it, they will be investigated and subject to appropriate disciplinary punishment, possibly even dismissal from employment. If any action is believed to be illegal, legal action may be taken.

6.2 Code of Conduct

The Company established a written Code of Conduct as a framework for ethical business operations and set goals and methods for conducting business in order to maximize the benefits of shareholders and to achieve success as stated in the vision, mission, and Corporate Governance Policy. The Code of Conduct also sets guidelines for directors, executives, and employees to guide in performing their duties with moral responsibility and to drive the organization towards continuous and stable growth. Employees must acknowledge, understand, and strictly comply with the policies set out in the Code of Conduct. Violators will be investigated and subject to appropriate disciplinary punishment. The Board of Directors deemed that the Code of Conduct be reviewed annually.

The Company's Code of Conduct contains the following significant matters:

1. Perform duties responsibly, carefully and honestly, treating customers equally and fairly.
2. Comply with the terms and conditions agreed upon with the business partner and pay the debt on time.
3. Free trade competition within the framework of the law.
4. Responsible for the community, society and the environment.
5. Respect human rights.
6. Do not involve in or accept any form of corruption, whether directly or indirectly.
7. Comply with anti-money laundering and combating the financing of terrorism laws.
8. Do not violate intellectual property.
9. Protect personal information under the company's responsibility.
10. Maintain the security of information systems and personal data.
11. Keep confidentiality and do not use inside information for personal gain.
12. Disclose important information of the Company to the public correctly, completely and timely according to the criteria.
13. Be careful about conflicts of interest. Avoid doing business that competes with the Company and doing transactions related to self.
14. There is an effective internal control system and risk management system.
15. There is an efficient and fair complaints and fact-finding process.
16. Promote and develop the potential of employees to have knowledge and skills that are consistent with the vision, mission, and core competencies that are the organization's values.
17. Manage safety, occupational health and working environment.
18. Create procurement standards that are transparent, fair, auditable, and efficient.

The Company published the complete Corporate Governance Policy, Code of Conduct, Anti-Corruption Policy and Measures, and Whistleblowing Policy on the Company's website. <https://www.navakij.co.th/en/sustainability/significant-policies-of-nki>

6.3 Significant changes and developments in corporate governance policies, practices and systems over the past year

6.3.1 Significant changes and developments relating to the review of corporate governance policies, practices and systems or the Board Charter over the past year

The Board of Directors is committed to corporate governance in order for the Company to grow steadily and sustainably. Therefore, it has developed to elevate the Company's corporate governance to excellent practices with conditions of correctness, transparency, and good ethics to create confidence for stakeholders, including being responsible for society and the environment. The Board of Directors considered, reviewed, and revised the Corporate Governance Policy, Code of Conduct and policies related to corporate governance annually. Such policies have been established by referring to the international standards of the OECD Principles of Corporate Governance of the Organization for Economic Co-Operation and Development (OECD), the Corporate Governance Code for Listed Companies 2017 of the Securities and Exchange Commission (SEC), the Corporate Governance Principles of the Corporate Governance Report (CGR) of the Thai Institute of Directors (IOD), the criteria of the Shareholders' Meeting Management Quality Assessment Project of the Thai Investors Association, and the Notification of the Office of Insurance Commission on Good Corporate Governance of Non-Life Insurance Companies 2019.

In 2024, the Company implemented the following significant corporate governance activities:

- The Board of Directors reviewed the Anti-Corruption policy and Measures and the Whistleblowing Policy and found that they are appropriate and consistent with the self-assessment form for developing an anti-corruption system of the Thai Private Sector Collective Action Against Corruption (CAC). Therefore, there is no amendment to both policies.

- The Board of Directors established the Supplier Code of Conduct to support the Company's business partners. It is used as a guideline for business operations in accordance with the requirements of the law, the Company's Code of Conduct and Good Corporate Governance Principles. It also takes human rights into consideration and treats employees fairly, has occupational safety and health standards, and is socially and environmentally responsible to promote value creation and lead to sustainable business development and growth.

- The Board of Directors reviewed the charters of the Board of Directors and subcommittees and is of the opinion that the authorities of the Board of Directors, the roles and responsibilities of the Chairman should be specified in writing in the charters of the Board of Directors. The charters of each subcommittee are appropriate and consistent with the assigned duties and good practices, so there are no amendments.

- The Board of Directors appointed the Product Governance Committee to promote fair treatment of customers in a tangible and effective manner, with measurement, analysis, monitoring and resolution

of problems related to insurance products, by supervising the launching product operations to be in line with the vision, strategies, financial goals and plans set by the Board of Directors.

6.3.2 Compliance with other matters in accordance with the principles of good corporate governance

The Company adheres to the principles of good corporate governance of the Securities and Exchange Commission (SEC), the Thai Institute of Directors Association (IOD), the Thai Investors Association, and the Office of Insurance Commission (OIC) by developing the Company's business operations to be in line with such principles. The Company is ranked "Excellent" in an assessment result of the Corporate Governance Report of Listed Companies (CGR) for the year 2024. Which is the Top Quartile of listed companies with a market capitalization of 1,000-2,999 million Baht and scored of 100 percent in the Annual General Meeting of Shareholders Quality Assessment Project for the year 2024.

However, there are still issues that the Company has not fully implemented. The Company will implement the principles of good corporate governance as much as possible by adjusting them to suit the Company's situation as follows:

1. The Board of Directors should consist of 5-12 members.

The Company currently has 13 directors, which is an appropriate number for the size and complexity of the Company's business operations, which is a non-life insurance business that requires directors with diverse knowledge and experience to jointly consider and supervise the operations. However, the Board consists of 9 non-executive directors, 5 of whom are qualified as independent directors, resulting in a balance of authorities, allowing them to independently express their opinions on the management's performance and manage the business transparently.

2. The Chairman of the Board should be an independent director.

The Chairman of the Board is not an independent director because the non-life insurance business requires a person with knowledge, understanding and experience in the business for the maximum benefit of the Company and shareholders as a whole. The Chairman of the Board is not an executive director and there is a clear separation of authorities, duties and responsibilities of the Chairman of the Board, the Chief Executive Officer and the President. In addition, the Board of Directors appointed Mr. Pramon Sutivong, an independent director, as the Lead Independent Director to jointly consider and determine the agenda for Board meetings.

3. The independent directors should have a term of office not exceeding 9 consecutive years.

The Board of Directors has determined that independent directors shall have a term of office not exceeding 3 consecutive terms or not exceeding 9 years. However, if it is for the benefit of the Company, the Board of Directors may consider extending the term of office of independent directors, while still being able to express opinions freely and in accordance with the relevant criteria. Originally, the Company had 2 independent directors with a term of office of more than 9 years. Later, 1 independent director resigned. Currently, the Company has 1 independent director who has served for more than

9 years, who is a person with suitable qualifications and specialized skills that are beneficial to the Company. In addition, it is quite difficult to find new directors who are independent and have experience in the insurance business. However, in the case of proposing to appoint the original independent director to continue in the position, the Board of Directors will present the reasonableness of such necessity to the shareholders' meeting for consideration.

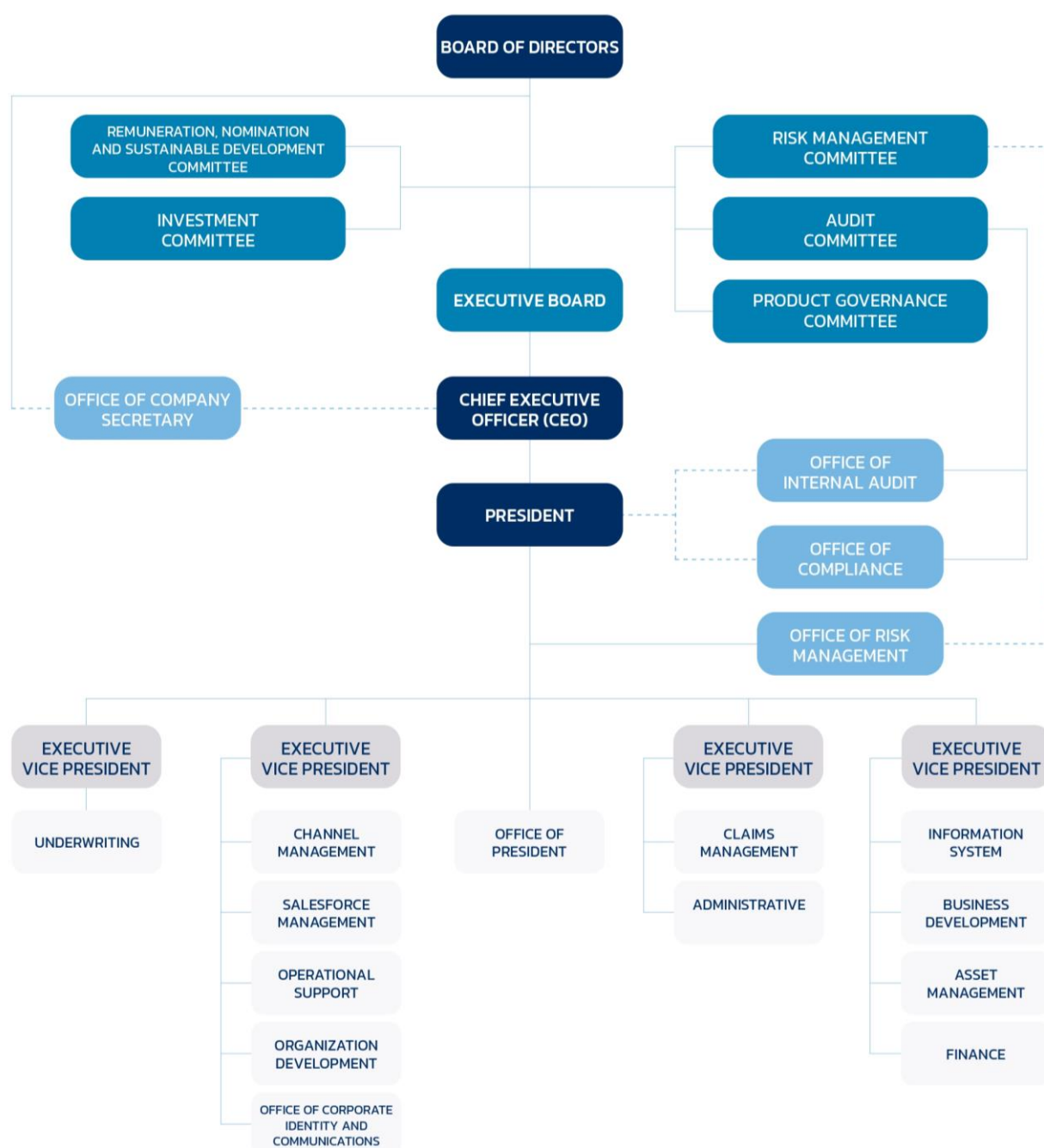
4. Press conference for the media

The Company does not hold a press conference to present financial position. However, the Company publishes operating performance, Listed Company Snapshots, and important events via the website of the Stock Exchange of Thailand, as well as publishes marketing news and new products of the Company via various communication channels of the Company, such as website, Facebook, and Line Official.

7. Corporate Governance Structure and Information of Committees, Subcommittees, Executives, Staffs and Others

7.1 The Structure of corporate governance

The Company's structure consists of the Board of Directors and 6 subcommittees that are Audit Committee, Remuneration Nomination and Sustainable Development Committee, Risk Management Committee, Investment Committee, Executive Committee and Product Governance Committee.



7.2 Information of the Board of Directors

7.2.1 Composition of the Board of Directors

Under the Company's Articles of Association and the Board of Directors Charter, the Board comprises of no fewer than 9 members who are competent with skills and extensive experience to the benefit of the Company's operation with diversity in skills, experience, and gender. The Chairman of the Board, the Chief Executive Officer and the President, shall not be the same person in order to maintain a balance of authority between supervisory and management functions. The Company defines independent directors as specified by the standard of the Capital Market Supervisory Board.

At present, the Company's Board consists of 13 directors as follows:

1. 9 non-executive directors, 69.23% of the entire Board
2. 5 independent directors, which exceeds one-third of the entire Board, 38.46% of the entire Board
3. 4 executive directors, 30.77% of the entire Board
4. 3 female directors, 23.08% of the entire Board

Qualification of director

1. Directors should be competent with skills and extensive experience to benefit the Company's operation, with various skills and integrity. At least one director shall be an expert in non-life insurance business, at least one in accounting and at least one in the area of information technology.
2. Directors must possess relevant qualifications and shall not possess prohibited characteristics, according to the Public Limited Company Act, Non-life Insurance Act, and other relevant laws.
3. Directors should have the ability to exercise sound and independent judgments, free from any conflict of interest from the management and other stakeholders.
4. Directors could dedicate appropriate time to performing their duties.
5. Independent Directors must possess the qualifications as specified by the Notification of the Capital Market Supervisory Board and relevant Notifications.

Board skill matrix

No.	Name	Non-Life Insurance	Insurance Product	Actuary	Risk Management	Audit	Internal Control	Finance and Accounting	Investment	Management	Fair Treatment of Customers	Information Technology	Corporate Governance	Legal
1.	Mr. Suchin Wanglee	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓
2.	Mr. Pitiphong Bisalputre	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	
3.	Mr. Kiet Srichomkwan	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓	
4.	Gen. Montree Sungkasap				✓	✓	✓			✓	✓		✓	
5.	Mr. Nipol T. Jeerawong	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
6.	Mrs. Wanida Chansikarin	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓
7.	Mr. Pramom Sutivong							✓					✓	
8.	Mrs. Phompun Phomprapha					✓		✓	✓	✓	✓			
9.	Mr. Vuttiphol Wanglee	✓			✓					✓	✓			
10.	Miss Jittinan Wanglee						✓		✓	✓			✓	
11.	Dr. Saran Wanglee	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓
12.	Mr. Anak Wanlee				✓			✓	✓			✓		
13.	Mr. Anin Wanglee	✓			✓						✓			
14.	Mr. Vuttichai Wanglee	✓	✓		✓		✓		✓	✓	✓		✓	
15.	Mr. Chan Soo Lee	✓	✓		✓			✓	✓	✓		✓	✓	
Total		10	8	4	11	5	8	9	11	12	11	5	11	4

7.2.2 The director's information

The list of Company's directors as of 31 December 2024

No.	Name	Position
1.	Mr. Suchin Wanglee	Chairman of the Board Non-Executive Director
2.	Mr. Pitiphong Bisalputra	Executive Director Chairman of the Executive Committee Chairman of the Investment Committee
3.	Mr. Keit Srichomkwan	Independent Director Chairman of the Audit Committee
4.	Gen. Montree Sungkasap	Independent Director Chairman of the Remuneration, Nomination and Sustainable Development Committee Member of the Audit Committee
5.	Mr. Nipol T. Jeerawong	Non-executive Director Chairman of the Risk Management Committee Member of the Remuneration, Nomination and Sustainable Development Committee
6.	Mrs. Wanida Chansikarin	Independent Director Member of the Audit Committee
7.	Mrs. Phornpun Phornprapha	Independent Director Member of the Remuneration, Nomination and Sustainable Development Committee
8.	Mr. Pramon Sutivong	Independent Director
9.	Mr. Vuttiphol Wanglee	Non-Executive Director
10.	Miss Jittinan Wanglee	Non-Executive Director
11.	Dr. Saran Wanglee	Executive Director Chairman of the Product Governance Committee Member of the Executive Committee
12.	Mr. Anak Wanglee	Executive Director Member of the Risk Management Committee Member of the Investment Committee Member of the Executive Committee
13.	Mr. Anin Wanglee	Executive Director Member of the Risk Management Committee Member of the Executive Committee Member of the Product Governance Committee

Note:

No.8 was appointed as a member of the Board of directors on 12 November 2024 in replacement of Mr. Chan Soo Lee, an independent director, who resigned from the Board.

No.9 was appointed as a director on 23 April 2024 in replacement of Mr. Vuttichai Wanglee, an executive director, who resigned from the Board.

The Chairman of the Board is not an independent director, but he is not an executive director. The Chairman's authorities and duties are separated distinctly from the management. The Board of Directors appointed Mr. Pramon Sutivong, an independent director, to participate in setting the Board of Director's meeting agendas to counterbalance authority between the Board of Director and the management.

7.2.3 Roles of the Board of Directors**Duties and responsibilities of the Board of Directors**

1. To oversee that the Company's operations are operated in accordance with the objects, the articles of association of the Company, and the resolutions of the shareholders' meeting, as well as the regulations specified by relevant laws in good faith and with due care to preserve the greatest interests of the Company.

2. To consider and approve vision, mission, strategies, business direction and goals including important business policies, as well as overseeing the management operate in accordance with the vision or framework with effectiveness and efficiency.

3. To regularly monitor, evaluate and approve the implementation of the sustainable development framework, code of ethics and the code of conduct of the Company at least once a year.

4. To approve the organizational structure that maintains a balance of power between supervisory and management functions.

5. To supervise the Company to have processes for controlling, monitoring, and auditing a risk management, an internal control system and compliance, including independent unit or personnel to audit the said operations to ensure adequate efficiency and transparency.

6. To supervise an accounting system, financial reporting and reliable auditing.

7. To appoint appropriate and sufficient subcommittees to support the Board of directors' performance as well as to consider the composition of the subcommittees and any significant changes that may affect their performance.

8. To oversee the disclosure of information regarding good governance, sustainable development, financial reports, and important matters in accordance with the relevant rules and regulations to public and regulators accurately, completely and timely.

9. To oversee a selection of directors and an efficient succession plan of the top executives.

10. To appoint or delegate any other person(s) to conduct the Company's business subject to control of and within the time frame as may be specified by the Board.

11. To oversee the performance evaluation of the Board and subcommittees annually.

12. To approve connected transactions and any transactions in compliance with the laws and regulations specified by all regulatory agencies such as OIC, SEC Etc., to prevent transactions that may have a conflict of interest.

13. To approve the acquisition and disposition of assets and any transactions in compliance with the laws and regulations specified by all regulatory agencies such as OIC, SEC Etc., to prevent transactions that may have a conflict of interest.

14. To approve a significant matter submitted by the management such as business plan, budget or any project of which the transaction value is greater than the authority of the management.

15. To approve the criteria for annual incentive bonus payment for the employees.

16. To appoint the Company Secretary to ensure that the Board and the Company perform their duties in accordance with relevant laws, rules, and regulations.

Authority of the Board of Directors

1. Appoint and remove the subcommittees, Chief Executive Officer and President including delegate authorities to them.

2. Appoint and remove the company secretary

3. Approve directions and strategic goals of the Company

4. Approve significant policies of the Company

5. Approve the receipt or cancellation of credit limit in the amount that exceeds the authority of the Executive Committee

6. Approve the sale of equity instruments and/or debt instruments in the amount that exceeds the authority of the Investment Committee

7. Approve the acquisition and investment in fixed assets in the amount that exceeds the authority of the Executive Committee

8. Approve the reconditioning, destruction and write-off fixed assets and intangible assets in the amount that exceeds the authority of the Executive Committee

9. Approve the conciliation, the arbitration, the complaint, the prosecution and/or the litigation on behalf of the Company of which the capital exceeds the authority of the Executive Committee

10. Approve the remuneration of the advisor to the Executive Committee, the Chief Executive Office and the President

11. Delegate authority of the Board to the management, executives or other persons to act on behalf of the Board of Directors

12. Invite the management and related staffs to give explanations and opinions, attend the meeting or submit documents as deemed necessary

Authorized directors

The Company's authorized signatures are divided in 2 categories as follows:

1. Insurance policy of the Company shall be signed by any one of 4 directors, namely Mr. Pitiphong Bisalputra or Dr. Saran Wanglee or Mr. Anak Wanglee or Mr. Anin Wanglee and affixed with the Company's seal.

2. Other juristic act other than those specified in No.1 shall be signed by 2 of 6 directors, namely Mr. Suchin Wanglee, Mr. Nipol T. Jeerawong, Mr. Pitiphong Bisalputra, Dr. Saran Wanglee, Mr. Anak Wanglee, Mr. Anin Wanglee and affixed with the Company's seal.

Roles and duties of the Chairman

1. The Chairman of the Board, as the leader of the Board of Directors, has the duty to supervise, monitor and ensure that the Board of Directors performs duties effectively and achieves the main objectives of the organization.

2. Ensure that all directors are involved in promoting an ethical corporate culture and good corporate governance.

3. Call meetings of the Board of Directors and set agendas for Board meetings by discussing with the CEO and the President, with measures to ensure that important matters are included in the meeting agenda.

4. Be the Chairman of the Board of directors' meeting and cast the deciding vote in the event of an equal number of votes at the meeting.

5. Be the Chairman of the shareholders' meeting of the Company and control the meeting to be in accordance with the Company's regulations, the specified agenda, and cast the deciding vote in the event of a tie vote at the meeting.

6. Allocate sufficient time for management to present matters and for directors to thoroughly discuss important issues. Encourage directors to exercise careful judgment and express their opinions independently.

7. Strengthen good relationships between executive and non-executive directors and between the Board and management.

8. Perform any other duties as prescribed by law to be the duties of the Chairman.

7.3 Information of subcommittees

The Board of Directors appointed 6 subcommittees, which are 1) the Audit Committee 2) the Remuneration, Nomination and Sustainable Development Committee 3) the Risk Management Committee 4) the Investment Committee 5) the Executive Committee and 6) the Product Governance Committee to perform and consider the specific issues before presenting to the Board of Directors. The charters of all subcommittees are determined in writing.

(1) The Audit Committee

The Audit Committee is appointed by the Board of Directors to review financial statements and internal audit of the Company. The Audit Committee includes not less than 3 members who are independent directors. At least 1 member must have sufficient knowledge and experience in accounting or finance to review financial statements. The term of office is 3 years and not more than 3 terms except the Board of Directors has another opinion.

As at 31 December 2024, the Audit Committee consists of 3 independent directors. The second director has expertise in accounting and finance with significant experience in reviewing financial reports. However, all the 3 directors listed below will be vacated from the office on due term in November 2027.

No.	Name	Position
1.	Mr. Kiet Srichomkwan	Chairman of the Audit Committee
2.	Mrs. Wanida Chansikarin	Member of the Audit Committee
3.	Gen. Montree Sungkasap	Member of the Audit Committee

Mr. Phisit Photisatian, Vice President of the Office of Internal Audit is the secretary of the Audit Committee.

Duties and responsibilities of the Audit Committee

1. To review the Company's financial reports to ensure the quality that are completely and accurately prepared according to accounting standards.

2. To review the Company's internal control system and internal audit systems to ensure the efficient and to approve the appointment, transfer, removal and considering compensation and merit increases of internal audit chief as well as to define duties and responsibilities of internal audit unit.

3. To review that the Company's operations are operated in accordance with the laws and regulations specified by SEC, SET, OIC as well as other related laws.

4. To consider, select, nominate and dispose of an independent person to be the Company's external auditor, and to propose such person's remuneration, as well as to attend a non-management meeting with the auditor at least once a year.

5. To review connected transactions or any transactions in compliance with the laws and regulations specified by SET, to prevent transactions that may have a conflict of interest, to ensure that the transactions are reasonable and to preserve the greatest interest of the Company.

6. To review the efficiency of the Company's risk management system.

7. To report the Committee's performance to the board of directors at least 4 times a year.

8. To prepare report of the Committee that would be signed by the Committee's Chairman to be disclosed in the Company's annual report. The report must be consisted of at least as follows:

- 8.1 An opinion on the accuracy, completeness and creditability of the Company's financial reports
- 8.2 An opinion on the adequacy of the Company's internal control system
- 8.3 An opinion on complying with the laws and regulations specified by all regulatory agencies and others relating to the Company's operations
- 8.4 An opinion on the suitability of the auditor
- 8.5 An opinion on the transactions that may have a conflict of interest
- 8.6 Number of the Committee's meetings and the attendance of each member
- 8.7 An opinion or overview comment received by the Committee from its performance of duties in accordance with the charter
- 8.8 Other transactions which should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Company's board of directors

9. To perform any other tasks assigned by the board of directors therewith the approval of the Committee.

10. In performing their duties, if it is found or suspected that there is a transaction or any of the following acts which may materially affect the Company's financial condition and operating results, the Committee shall report to the Board of Directors for rectification within the period of time that the Committee thinks fit.

- 10.1 The transactions that may have a conflict of interest
- 10.2 Any fraud, irregularity, or material defect in the internal control system
- 10.3 An infringement of the laws and regulations specified by all regulatory agencies and other relating to the Company's operations

If the Company's Board of Directors or management fails to make a rectification within the period of time under the first paragraph, any member of the Committee may report on the transaction or act under the first paragraph to SEC or SET and the Committee must be reported to OIC immediately.

11. If the external auditor discovers any suspicious circumstance that the director, manager, or any other person responsible for the operation of the Company commits an offense as defined by laws and the auditor informed the fact relating to such circumstance to the Committee in order to continue the inspection without delay. The Committee shall inspect the circumstance and report the result of preliminary inspection to SEC and the external auditor within 30 days from the date received the external auditor notified. The suspicious circumstance to be reported and the process to uncover facts of such circumstance shall be as specified by the Capital Market Supervisory Board.

The Audit Committee meeting

The Committee holds at least six meetings a year.

(2) The Remuneration, Nomination and Sustainable Development Committee

The Remuneration, Nomination and Sustainable Development Committee is appointed by the Board of Directors to support the Board of Directors' duties in remuneration and nomination of directors and senior executive including sustainable development function. The Remuneration, Nomination and Sustainable Development Committee consists of at least 3 members. The Chairman and at least 2 of 3 members must be independent director, the other must be a non-executive director. The committee's term of office is 3 years.

As at 31 December 2024, the Remuneration, Nomination and Sustainable Development Committee consists of 3 directors. The Chairman and the second director are independent directors. All members as below name list who will be vacated the office on due term in February 2028.

No.	Name	Position
1.	Gen. Montree Sungkasap	The Chairman of Remuneration, Nomination and Sustainable Development Committee
2.	Mr. Phornpun Phornprapha	Member of Remuneration, Nomination and Sustainable Development
3.	Mr. Nipol T. Jeerawong	Member of Remuneration, Nomination and Sustainable Development

Duties and responsibilities of remuneration

1. Considering structure and principles of remuneration of the Board of Directors, sub-committees and senior executives (the Chief Executive Officer and the President) and propose to the Board of Directors or the shareholders' meeting for approval, as it may be.

2. Considering the annual remuneration of the Board of Directors including sub-committees and presenting it to the Board of Directors before proposing to the shareholders' meeting for approval.

3. Considering the annual remuneration of senior executives (the Chief Executive Officer and the President) and propose to the Board of Directors for approval.

4. Considering remuneration in accordance with the criteria, requirements, and good practices of the regulatory agencies.

5. Considering the performance criteria of the Chief Executive and President.

6. Considering the criteria and conditions for offering new securities or warrants to purchase shares for directors and employees, for motivating directors and employees to perform their duties in order to

create added value for shareholders and being able to maintain qualified personnel under the criteria that are fair to shareholders before proposing to the Board of Directors.

7. Considering and reviewing the appropriateness of the authority and duties relating to the determination of remuneration annually; to comply with laws, regulations, or notifications of regulatory and propose to the Board of Directors for approval.

Duties and responsibilities of nomination

1. To consider the structure and composition of the Board of Directors to be appropriate to the Company including the duties and responsibilities towards the shareholders, as well as in accordance with the requirements and best practices of regulatory agencies.

2. To consider the criteria and methods of nominating for the Company's directors and senior executives (the Chief Executive Officer and the President) and propose to the Board of Directors for approval.

3. To consider and screen qualified persons for serving as the Company's directors and the Chief Executive Officer and the President, when the term expires, or the position becomes vacant. After that, the Committee will present a candidate to the Board of Directors for consideration and approval before proposing to the shareholders' meeting; or to consider appointing case by case.

4. To Consider and propose training guidelines for performing the duties of directors and knowledge related to the Company's business for the Board of Directors and senior executives to increase the potential.

5. To supervise a succession plan for the Chief Executive Officer and the President, so that the Company's management can operate continually.

6. To consider and review the authority and duties related to nomination to comply with laws, regulations, or notifications of regulatory and propose to the Board of Directors for approval.

7. To evaluate the performance of the Remuneration, Nomination and Sustainable Development Committee annually and report the evaluation results to the Board of Directors.

Duties and responsibilities of sustainable development

1. To consider policies and guidelines for sustainable development to be in accordance with the laws, rules, regulations of government agencies and regulators; as well as being suitable for business operations and propose to the Board of Directors for approval.

2. To monitor and evaluate the implementation of the Sustainable Development Policy, Corporate Governance Policy, Code of Conduct, and other related policies

3. To provide advice and encourage personnel in the Company at all levels to follow the Company's sustainable development guidelines.

4. To Consider and approve the disclosure of sustainable information before disclosing to stakeholders.

5. Review the authority and duties related to sustainable development to comply with laws, regulations, or notifications of regulatory and propose to the Board of Directors for approval.

The Remuneration, Nomination and Sustainable Development Committee meeting

The Committee holds at least 2 meetings a year.

(3) The Risk Management Committee

The Risk Management Committee is appointed by the Board of Director to supervise the Company's risk management to be effective in accordance with the overall framework of risk management including strategic plan and business plan. The Risk Management Committee consists of not less than 5 members who are a director and an executive or an expert who are proficient in risk management, not less than 5 members, with a term of 3 years.

As at 31 December 2024, the Risk Management Committee consists of 5 directors and executives as below name list. All members will be vacated the office on due term in February 2025.

No.	Name	Position
1.	Mr. Nipol T. Jeerawong	The Chairman of the Risk Management Committee
2.	Mr. Pitiphong Bisalputra	Member of the Risk Management Committee
3.	Mrs. Nalina Bodharamik	Member of the Risk Management Committee
4.	Mr. Anak Wanglee	Member of the Risk Management Committee
5.	Mr. Ain Wanglee	Member of the Risk Management Committee

Duties and responsibilities of the Risk Management Committee

1. To review and propose risk management policy and risk appetite to the Board of Directors for approval, at least as specified by the Office of Insurance Commission (OIC).

2. To supervise the overall risk related activities of the Company including the development and implementation of the enterprise risk management frameworks and policies to ensure that the business is operated under the risk management policy assigned by the Board of Directors correctly and efficiently.

3. To review the risk management reports and periodically follow up on major risks and make sure that the Company has managed risks appropriately and efficiently.

4. To submit to the Board of Directors, a report of overall risk exposure to the Company including review whether the internal audit system is appropriate to manage exposure from major risks and report to the Board of Directors at least once a quarter.

5. To prepare the risk mitigation plan for emergencies

6. To provide advice to various departments that are risk management departments and to consider revising various information about the development of the risk management system
7. Perform duties as assigned by the Board of Directors.

The Risk Management Meeting

The Risk Management Committee shall arrange meetings at least once a quarter.

(4) The Investment Committee

The Investment Committee is appointed by the Board of Director to be responsible for investment plan of the Company in accordance with the framework of investment policy, risk management policy and regulations of investment which is defined by the Investment Committee. The Investment Committee consists of directors, executives, or executive officers of the Company, at least 3 members with a term of 3 years.

As at 31 December 2024, the Investment Committee consists of 3 members as follows:

No.	Name	Position
1.	Mr. Pitiphong Bisalputra	Chairman of the Investment Committee
2.	Mr. Nipol T. Jeerawong	Member of the Investment Committee
3.	Mr. Anak Wanglee	Member of the Investment Committee

Mr. Suchin Wanglee is the advisor to the Investment Committee

Duties and responsibilities of the Investment Committee

1. To set the Investment Policy and the Other Business Operation Guideline before submitting to the Board of Directors for approval.
2. To review investment plans and complying with the policies designed by the Board of Directors, the Company's risk management strategy and to ensure its consistency and compliance with regulations of OIC and related laws.
3. To consider and define guidelines for investment risk management strategy.
4. To consider and set investment procedures for the Company.
5. To oversee the investment management in accordance with the policies, plans, procedures and risk management strategy approved by the Board of Directors.
6. To review and adjust investment policy and investment plans so as to fit in with a change in investment climate and propose a revised investment policy to the board of directors for approval.
7. To consider approval of investment in securities.
8. To consider approval of general loan.

The Investment Committee meeting

The Committee holds at least 4 meetings a year.

(5) The Executive Committee

The Executive Committee is appointed by the Board of Directors to support the performance of the Board of Directors in issuing the policy, regulations, and management guidelines of the Company. The Executive Committee includes not less than 3 members who are executives or executive directors appointed by the Board of Directors. The term of office shall be effective consistent with the status of the Company's executive officers.

As at 31 December 2024, the Executive Committee consists of 5 executives as follows:

No.	Name	Position
1.	Mr. Pitiphong Bisalputra	Chairman of the Executive Committee
2.	Mrs. Nalina Bodharamik	Member of the Executive Committee
3.	Mr. Anak Wanglee	Member of the Executive Committee
4.	Mr. Anin Wanglee	Member of the Executive Committee
5.	Dr. Saran Wanglee	Member of the Executive Committee

Mr. Suchin Wanglee is the advisor to the Executive Committee.

Duties and responsibilities of the Executive Committee

1. To control and supervise the Company's operation and its subsidiaries that are carried out according to the policies and major operating plans, with utmost efficiency and effectiveness, as assigned by the Board.

2. To make corporate policy, budget, guidelines and other operating plans of the Company and its subsidiaries and report on such to the Board.

3. To control and supervise the Company and its subsidiaries conducts in compliance with the Securities and Exchange Act, the Non-Life Insurance Act, the Public Company Act and other related applicable regulations thereof.

4. To control and supervise the Company to follow generally accepted accounting standards and prepare financial statements to show accurately and reasonably the financial and operational results of the Company and its subsidiaries.

5. To evaluate and assess risks in the operating business of the Company and its subsidiaries and make appropriate measures to manage such risk and inform the Board thereof.

6. To perform any other tasks assigned by the Board thereof.

Authority

1. To manage the Company's operation and its subsidiaries according to the policy, budget and operating plans.
2. To delegate management authority to the respective responsible executives of the Company and its subsidiaries according to the level of command.
3. To manage and handle all matters related to underwriting, claims management, investment and general management.
4. To purchase, hire, sell and transfer assets, and to authorize expenditure within the limit of 50 million Baht.
5. To authorize expenditure that exceeds the budget but not over 20 percent of the budget.
6. In the event that the Board has given authority to the Executive Committee or in the event that the Executive Committee has given authority to the President and/or any executives to act on behalf of the Company or its subsidiaries, the authority given so does not include the power to approve transactions that the assignee or the involved person may have interest, or conflict of interest with the Company or its subsidiaries.

The Executive Committee Meeting

The Committee holds at least 2 meetings a month.

(6) The Product Governance Committee

The Product Governance Committee is appointed by the Board of Directors to oversee the insurance product development plan, establish guidelines for controlling the insurance product framework, and ensure that all risks associated with the products and distribution processes are properly managed and kept within risk appetite.

The Product Governance Committee consists of no fewer than 7 members. At least one member must be a Company director or executive, and at least one must be a risk management director. Other members should be department heads or individuals with equivalent expertise in such as insurance product design and development, distribution strategy, actuarial science, investment, law, compliance, risk management, operations, information technology, and claims management.

As at 31 December 2024, the Product Governance Committee consists of 14 executives as follows:

No.	Name	Position
1.	Dr. Saran Wanglee	Chairman of the Product Governance Committee
2.	Mr. Anin Wanglee	Member of the Product Governance Committee

No.	Name	Position
3.	Mr. Pravat Assawamongkolpun	Member of the Product Governance Committee
4.	Mr. Pon Paisitvitaya	Member of the Product Governance Committee
5.	Dr. Maneerat Kor-Udom	Member of the Product Governance Committee
6.	Miss Aomduan Jeamaon	Member of the Product Governance Committee
7.	Miss Praewpailin Ningsanond	Member of the Product Governance Committee
8.	Mr. Sedthapong Imridtha	Member of the Product Governance Committee
9.	Miss Apinya Kaewsa-ard	Member of the Product Governance Committee
10.	Miss Siriporn Aybchockchai	Member of the Product Governance Committee
11.	Miss Sureerat Lertmahavanich	Member of the Product Governance Committee
12.	Ms. Charuwan Chabchamrun	Member of the Product Governance Committee
13.	Mr. Panupan Sahananporn	Member of the Product Governance Committee
14.	Miss Anchalee Chaiwongkajorn	Member of the Product Governance Committee

Duties and responsibilities of the Product Governance Committee

1. To oversee and monitor the Company's ongoing product development activities.
2. To consider insurance products to be submitted for approval by the registrar, taking into account the minimum standards for risk management related to insurance product development, the Company's premium setting, and other matters specified by the registrar. Additionally, prepare an evaluation report to support the application for insurance product approval to the registrar.

3. In case that the Company wishes to introduce insurance products covering emerging risks, the Product Governance Committee must include at least one individual with knowledge, expertise, or experience in underwriting or risk management related to insurance products covering emerging risks. This individual will be responsible for thoroughly analyzing the Company's underwriting situation, proposing improvements or solutions to various issues, and assessing the Company's ability to withstand potential future crises for such insurance products.

4. To submit the insurance policy forms and wording, as well as the premium rates, for approval in accordance with the criteria set by the Office of Insurance Commission (OIC).

5. To develop and regularly update the product development and improvement plan and present it to the Board of Directors for approval at least once a year.

6. To report information about insurance products to the Board of Directors and the Risk Management Committee at least once a year.

Authority

1. The Product Governance Committee may delegate authority as deemed appropriate, including but not limited to establishing working groups or assigning tasks to employees or other departments to specifically analyze key issues or carry out various operations. These working groups or designers must report back to the Product Governance Committee. Additionally, the working groups or designers must promptly inform the Product Governance Committee of their decisions, and the criteria used in making decisions.

2. Employees may be invited to attend meetings at the request of the Product Governance Development Committee. These employees are responsible for supporting and cooperating in the meetings if requested.

3. The Product Governance Committee is authorized to access any information deemed relevant to the performance of its duties.

4. The Product Governance Committee may invite other individuals and experts to act as consultants or to attend meetings to provide advice to the Product Governance Committee.

5. The Chief Executive Officer is authorized to approve matters that deviate from the plan and those that fall outside the operational framework.

The Product Governance Meeting

The Product Governance Committee is scheduled to meet at least once every three months.

7.4 Executives

7.4.1 Name and position of executives

As at 31 December 2024, the executives of the Company consists of the following:

No.	Name	Position
1.	Mr. Pitiphong Bisalputra	Chief Executive Officer and President
2.	Mrs. Nalina Bodharamik	Executive Vice President – Underwriting/Risk Management
3.	Mr. Anak Wanglee	Executive Vice President – Finance/Assets Management/ Information System/Business Development
4.	Mr. Anin Wanglee	Executive Vice President - Claims Management/Administrative
5.	Dr. Saran Wanglee	Executive Vice President – Channel Management/Salesforce Management/Operational Support/Corporate Identity and Communications/ Organization Development

Note: the structure of Corporate Governance shows on 7.1 the Corporate Governance Structure

Duties and responsibilities of the Chief Executive Officer

1. To monitor and provide advises to the president and the management in managing the Company to achieve its vision and overall objectives set by the board of directors, cooperated in management by all units in the organization to achieve their responsible objectives.

2. To motivate and/or oversee participation from all members of the organization towards common directions and objectives.

3. To establish a sound working understanding of roles and duties of the management with the Board of Directors to work towards a common direction.

4. To provide recommendations to the management including review and oversee management direction and business strategies including normal business operation plans before presenting them to the Board of Directors.

5. To oversee the adequacy of strategies, annual budget and operation plans in accordance with the Board's policy.

6. To oversee the development of a good culture and sound environment in the workplace for the Company's personnel with taking into consideration their pride and respect for human dignity, including having a code of moral and equal treatment for them.

7. To evaluate and assess the performance of subordinate executives in collaboration with the President to ensure fairness.

8. The Product Governance Committee has the authority to delegate and/or assign specific tasks to others. Such delegation and/or assignment must be within the scope of the authority granted by the authority of attorney and/or in accordance with the regulations, requirements, or orders set by the Board of Directors and/or the Company.

9. The Product Governance Committee has the authority to approve various operations as specified in the Company's operational authority regulations.

10. The Product Governance Committee has the authority, duties, and responsibilities as assigned or according to the policies delegated by the Board of Directors.

The Chief Executive Officer cannot approve transactions in which he has a personal interest or a conflict of interest with the Company, its subsidiaries, or affiliates. Such transactions must be submitted to the Board of Directors and/or the shareholders' meeting (as applicable) for approval in accordance with the Company's regulations or legal requirements. However, this does not apply to the approval of transactions that are part of the Company's normal business operations and are in line with the policies and criteria approved by the Board of Directors.

Duties and responsibilities of the President

1. To manage the Company's operations, including overseeing and controlling activities to ensure compliance with laws, objectives, regulations, policies, rules, requirements, orders, resolutions of the Board of Directors' meetings, and resolutions of the shareholders' meetings.

2. To supervise all departments in arranging policies, business strategies, plans, and annual budgets, and submit them to the Board of Directors for approval. Additionally, report progress according to the approved plans and budgets to the Board of Directors.

3. To manage and ensure that all departments operate in accordance with the policies, plans, budgets, strategies, and business objectives approved by the Board of Directors, efficiently and effectively, under the Company's internal control principles and risk management.

4. To supervise, communicate, direct, execute, and sign orders, notifications, or any documents used to communicate with agencies or other individuals to ensure **the Company's** operations are carried out efficiently and effectively.

5. To issue operational regulations for **the Company** that do not conflict with the policies, regulations, rules, requirements, orders, and resolutions of the Board of Directors' meetings and the shareholders' meetings.

6. To consider and approve personnel management matters, including hiring, appointments, transfers, removals, promotions, demotions, salary or wage reductions, disciplinary actions, and terminations in accordance with **Company** regulations. Additionally, determine salary rates and various employee benefits.

7. To develop individual development plans for Executive Vice Presidents, implement these plans, and monitor the progress of personnel development.

8. To consider and approve career advancement plans for employees, including promotions and job transfers.

9. The authority to delegate and/or assign specific tasks to others. Such a delegation and/or assignment must be within the scope of the authority of attorney and/or in accordance with the regulations, requirements, or orders set by the Company's Board of Directors and/or the Company.

10. To enhance and develop the Company to conduct business ethically by leading and setting an example according to the **Company's** ethical and code of conduct. This includes promoting, supervising, and monitoring management based on sustainability principles and social and environmental responsibility.

11. The authority, duties, and responsibilities as assigned or according to the policies assigned by the Company's Board of Directors.

However, the President cannot approve transactions in which he has a vested interest or a conflict of interest with the Company, its subsidiaries, or affiliates. Such transactions must be submitted to the Board of Directors' meeting and/or the shareholders' meeting (as the case may be) for approval in accordance with the Company's regulations or as required by law. Exceptions are made for the approval of transactions that are part of the Company's normal business operations, which comply with the policies and criteria approved by the Board of Directors.

7.4.2 The Executive Board and Executives Remuneration

The Company does not remunerate the Executive Committee. For the remuneration of the Chief Executive Officer and the President, the Remuneration, Nomination and Sustainable Development Committee will consider initially and propose to the Board of Directors for approval. Such remuneration shall be appropriately fixed based on the remuneration structure of the Company, including his/her performance and consistency with the duties and responsibilities assigned.

The CEO and the President shall determine the appropriate amount of the remuneration for the Company's executive officers at a level of vice president and higher, with consideration of his/her performance and the Company's operation performance.

1. Cash Remuneration

In 2024, the total remuneration for 5 executives in the form of salaries and bonuses amounted to 25,002,100 Baht.

The remuneration paid for 5 executives for the year 2022 - 2024 are as follows:

(Unit : Baht)

Remuneration	2023		2023		2022	
	Person	Amount	Person	Amount	Person	Amount
Salaries and bonuses	5	25,002,100	5	24,875,050	6	28,256,475

2. Other Remuneration

The Company has established a provident fund at the rate of 5% of the salary. In 2024, the Company made contributions of 1,097,700 Baht to provident fund for the 5 executives.

A paid provident fund of 5 executives for the year 2022 - 2024 are as follows:

(Unit : Baht)

Remuneration	2024		2023		2022	
	Person	Amount	Person	Amount	Person	Amount
Provident fund	5	1,079,700	5	1,022,700	6	932,423

7.5 Information of employees

Employees and workers

The Company believes that employees are the heart of the Company and play a crucial role in determining the direction of the business and impacting the Company's future. Therefore, the Company places great importance on training and developing personnel for the well-being of employees. In 2024, the Company revamped human resource management to a platform, focusing on easy-to-use self-service accessible on a computer and a smartphone. This platform emphasizes employee information management such as payroll, time management, and benefits.

As at 31 December 2024 the Company has 556 employees in any departments as follows:

Department	Number (Person)		
	Female	Male	Total
Office of Executive	2	6	8
Underwriting	61	16	77
Channel Management	34	12	46
Marketing Salesforce	28	29	57
Marketing Support	69	9	78
Business Development	6	1	7
Claims Management	41	84	125
Information System	8	14	22
Assets Management	4	3	7
Office of President	5	-	5
Organization Development	5	2	7

Department	Number (Person)		
	Female	Male	Total
Administrative	28	10	38
Finance	62	3	65
Office of Risk Management	2	-	2
Office of Internal Audit	3	3	6
Office of Compliance	1	2	3
Office of Corporate Identity and Communications	3	-	3
Total	362	194	556

Information of employees with disability

The Company has followed guidelines for promoting people with disabilities employment and the underprivileged by hiring one person with a disability increasing from 2023 and contributing money to the Fund for Promotion or Development of Life Quality of Disabled Persons under Section 34, The Empowerment of Persons with Disabilities Act, B.E. 2007 within March of every year. For the number of people with disabilities that the Company must employ in the ratio of 100: 1, the Company paid into the Fund for Promotion or Development of Life Quality of Disabled Persons amounted to 598,600 Baht in 2024.

Policies and regulations to employees

Human resources are a key factor in leading to success. The Company therefore treats employees fairly based on human rights principles and respecting the rights and freedoms of employees. Recruiting and selecting candidates will consider potential and ethics without discrimination. Evaluating work performance and remuneration are considered appropriately. The Company provides opportunities for employees to participate in welfare and benefits management. The employees are supported to develop themselves and grow continuously in their careers path. The work-life balance is promoted. Guidelines regarding safety, occupational health, and the environment are established. There is also a channel for making complaints or reporting complaints, along with measures to protect those who make complaints or provide clues.

Total remuneration and the type of remuneration given to employees

The Company reviews the Pay for Performance criteria to be complied with the remuneration and according to the Company's operation continuously such as adjusting the weight of performance management annually, setting the higher goal to challenge compared to the previous year. The Company

provides a concrete remuneration system to encourage employees to have more potential. In addition, the Company takes into consideration the sufficiency of living in the current economic situation. An incentive bonus shall be paid to employees according to the employees' performance and the Company operating performance in order to encourage employees to achieve the Company's goal. In 2024, the Company's total remuneration for employees amounted to 305.99 million Baht. It is classified by gender as follows:

Remuneration	Female	Male	Total
Salary and bonus	174.35	131.64	305.99

The Company provides a systematic performance evaluation that the employees and supervisor jointly determine key performance indicator (KPI) in order to create empirical evidence, measurable, and evaluable, along with setting core competency to keep employees who are smart and good.

The Company considers remuneration to be fair and that employees, who have equal performance, shall receive equal remuneration. Employees who perform better shall receive higher remuneration. The Company conducts transparent job analysis and evaluation, allowing for comparisons between all jobs. Every job and every aspect are important, differing only in their specific functions. In evaluating capabilities, the Company categorizes the evaluation results into grades as follows:

Grade	Score	Meaning
A+	4.7 – 5.0	Much better than standard
A	4.0 – 4.6	Better than standard
B	3.0 – 3.9	Meets standards
C	2.0 – 2.9	Below standard
D	1.0 – 1.9	Very low standard, urgent development required

The criteria for consideration of the evaluation score structure are as follows:

Issue	Topics for assessment	Weight
1. Work ability assessment	Goals according to the job characteristics of each department	70 percent
2. Behavioral assessment	Accountability Collaboration Creative Thinking Excellent Service Upholding Integrity	30 percent

The Company places great importance on the quality of life of employees, which is a key factor in enhancing employee satisfaction and retaining talented individuals. Therefore, the Company has implemented various projects to promote the quality of life of its employees, has established a welfare committee to support employees' rights to negotiate their own benefits. The Company also provides group accident and health insurance for employees, recognizing the welfare and health concerns of all employees.

The Company has welfare benefit to reduce expense of the employees, e.g. medical expenses, dental expenses, eyeglasses or contact lenses, uniform, grant, emergency loan, vehicle loan, house loan.

Provident fund

The Company registered a provident fund on 1 June 1990 which was under the supervision of the Provident Fund Committee to promote savings and provide security for members and their families when employees leave the Company, employees are encouraged to voluntarily participate. They can contribute 5% of their salary, and the Company matches this with a 5% contribution to the fund. In 2024, the Company contributed a total of 10.03 million Baht to the fund.

Age (Year)	Provident Fund Payment				Ratio
	Male		Female		
	Members	Amount	Members	Amount	
	(Person)	(Million Baht)	(Person)	(Million Baht)	
< 30 years	23	0.22	34	0.36	9.33
30-50 year	16	2.64	38	4.11	8.84
> 50 years	118	1.34	217	1.36	54.83
None	73	-	92	-	27.00

Human resource development policy

The Company has continuously implemented human resource development policies by adjusting concepts and methods to align with the future of business operations. This includes promoting the enhancement of existing knowledge, upskilling, reskilling, and learning about digital technology. Additionally, the Company has organized various training programs online to suit the current situation.

The Company manages human resources to suit workloads and always improves the recruitment system to be more efficient and faster. The Company provides more channels to recruit applicants, creates a recruitment system that can select candidates who meet the criteria with a good attitude and behaviour in accordance with the culture of the Company.

Human resource development plans are set by considering business development plan under unified culture. The Company establishes the core competency as the main qualification to determine the main qualities that the Company expects from employees in terms of behavior and abilities that are consistent in the same direction and contribute for achieving the Company's goal.

The Company has a priority to develop and increase employees' knowledge. In 2024, the employees took 75 training courses and seminars, which cost 1,638,008 Baht.

Type of Training	Number		
	Courses	Attended	Training Hour
Outsource Training For example, management, insurance, law, computer, claims, marketing, accounting, personnel management	55	72	2,001
Internal Training For example, orientation, computer, profession, anti-corruption, and environment.	20	1,528	6,542
Total	75	1,600	8,525
Average training hours per year			14.23

Note:

1. In 2024, the average number of employees was 599.
2. 1 employee might attend more than 1 training course.
3. The Company organized 1 internal e-Learning training course nationwide for the anti-corruption and cyber threats awareness.

Occupational Health and Safety Management Plan

The Company places great importance on safety and adheres to occupational health and safety management standards to improve the quality of life for employees. For example, the Company provides a medical room for employees, annual health check-ups, and vaccinations. Additionally, weight loss activities are organized to promote employee health. The Company consistently recognizes its responsibility to care for employees and strictly complies with labor laws.

In terms of security, the Company designs workplaces to be suitable for the nature of the work and to ensure safety. Additionally, the Company continuously maintains the workplace in good condition and encourages employees to keep the environment clean by following the 5 principles: manage, convenience, clean, hygienic, and habit. There are fire escape stairs in high-rise buildings, and an entry-exit pass system for outsiders. In terms of prevention, there is a fire protection system, an emergency and disaster preparedness plan, and fire evacuation drills to prepare for emergencies. In 2024, emergency

life-saving equipment was purchased for every floor, and training on the use of this equipment was provided to all employees to raise awareness about workplace safety.

In 2024, there were no reported cases of injuries, from minor to severe, that required hospitalization or work stoppage, and no fatalities from work-related incidents.

No.	Security issues	2024	2023	2022
1	Injuries/Accidents due to work	-	-	-
2	Illnesses due to work	-	-	-
3	Injuries/Accidents resulting in work stoppage	-	-	-
4	Fatalities from work-related accidents	-	-	-

Employee Engagement Plan and Result

Relationship-building activities

In 2024, the Company organized team-building activities across four regions to foster collaboration, unity, and mutual respect among all members of the organization. These activities aimed to create a positive attitude towards work, enabling everyone to align their goals in the same direction. Additionally, the Company encouraged employees to participate in providing feedback for organizational development through various projects and activities. Knowledge-sharing sessions were also held, where skilled employees shared their expertise and experience with others.

Employee engagement

In 2024, the Company conducted a satisfaction survey of 517 employees. The evaluation topics were divided into five areas, with four levels of satisfaction. The results showed that overall employee satisfaction was good. Employees were most satisfied with the performance evaluation process, followed by the work atmosphere and environment, job responsibilities and career advancement opportunities, and the benefits received, respectively.

No.	Evaluation issues	Results (Percent)
1	Performance Evaluation	61.99
2	Work Atmosphere and Environment	60.93
3	Responsibilities and Career Advancement Opportunities	60.64
4	Benefits Received	57.54
5	Pride and Loyalty to the Organization	46.03

The turnover rate for the year 2022 up to 31 December 2024 are as follows:

Turnover rate	2024	2023	2022
Turnover rate	7.91	8.07	7.84

The Company has a turnover rate of 7.91%, which is considered low and shows a decreasing trend compared to the Company's average over the past two years. This indicates increased employee engagement with the Company, resulting in a majority of employees having long-term work experience. This allows for continuous knowledge and experience transfer from generation to generation, leading to efficient customer service.

7.6 Other Information

7.6.1 Information of responsible position

Company Secretary

Ms. Charuwan Chabchamrun, the Company's vice president level, was appointed by the Board of Directors since 15 May 2014, to serve as the company secretary. The Office of Company Secretary supports the company secretarial work to be efficient and effective as well as compliance with the principles of good corporate governance as shown in attachment no. 1.

Duties and responsibilities of the Company Secretary

1. Organize the meetings of shareholders and the Board as stipulated by law, the Company's Articles of Association, and other guidelines.
2. Prepare the minutes of shareholders' meetings and the minutes of the Board's meetings as well as filing documents.
3. Prepare and keep director registration.
4. Keep report on the interest of directors and executives and submit the copies to the Chairman of the Board and the Chairman of the Audit Committee.
5. Ensure that the disclosure of the Company's operations and the Board activities comply with rules and regulations of SET, SEC., OIC and other relevant regulators.
6. Provide appropriate advice to the Board regarding related laws, the Company's rules and regulations, as well as monitor compliance with accuracy on a regular basis.
7. Communicate with internal departments of the Company to comply with the resolutions of the Board of Directors Meeting and the Shareholder's Meeting.
8. Prepare the annual report.
9. Communicate with the Company's shareholders to acknowledge the Company's news and general information.
10. Proceed along with the notifications of Thai Capital Market Supervisory Board.
11. Perform other duties that are assigned by the Company.

Accounting supervisor

The Company assigned Mrs. Maysa Suntranusorn, Senior Manager of the Finance Department, to be an accounting supervisor. Her qualifications comply with the notification of Department of Business Development. More details are in attachment no. 1.

Head of the Internal Audit

The Company assigned Mr. Phisit Photisatian, Vice President of the Office of Internal Audit, to be the head of internal audit. More detail is in attachment no.3

Duties and Responsibilities of the Head of Internal Audit

1. Define, implement, and maintain an audit plan based on the risk level to examine and assess the consistency of the Company's work processes with the Company's risk management culture.
2. Review and report on the accuracy, reliability, completeness of financial information and performance, as well as methods of performance evaluation and measurement.
3. Verify that the Company has an adequate and efficient internal control system to manage the risks up to a controllable level and in line with Corporate Governance process.
4. Follow and assess the adequacy and effectiveness of policy, work process and documentation, including operating control of both the Company and the business groups.
5. Review operations or plans to ensure consistency with objectives and goals, as well as the implementation of those prescribed plans with efficiency and cost-effectiveness according to a good and proper governance process.
6. Examine the operations of all departments in the Company to comply with the non-life insurance and other relevant
7. Revise the efficiency and effectiveness of risk management in accordance with the framework and policy of overall risk management approved by the Board of Directors.
8. Monitor and assess the effectiveness of the departments in charge of controlling the Company's operations, particularly, the Office of Risk Management and the Office of Compliance and disclose key issues found for further improvements.
9. Review the work system with significant impact on operating performance and report to be in accordance with the Company's policies, work plans and regulations including relevant laws.
10. Assess procedures for protecting the Company and insured's assets, as well as review the suitability of property preservation and examine the existence of the property.
11. Appraise the efficiency and cost-effectiveness of the Company's resource utilization.
12. Audit and evaluate risk and fraud management guidelines, the occurrence of errors, omission, and other unusual entries.
13. Examine the suitability of information technology to be in accordance with the Company's plan and IT risks

14. Evaluate information system to ensure that there is adequate and efficient internal control that could protect the computer activities including backup system to support continuity management.

15. Assess the reliability, completeness and effectiveness of information management procedure including methods used to identify, evaluate, classify and report on the use of information in the Company.

16. Assess the reliability of hierarchy reporting system including confidentiality in case that employees report rules violation as well as protection against retaliation and following up

17. Prepare the audit plan by learning the work system, action, initial survey, resources, and procedures of the department to be audited

18. Prepare the audit report by collecting information and fact from the audit and consider with Vice President of the audited department for the comment and suggestion

19. Prepare the internal control evaluation report and present the summary of facts, suggestions, solution and opinion of the audited department to the Audit Committee and President for supervisory

20. Follow up the revision according to the suggestion in the audit report.

21. In case that the audit report does not specify the clarification or corrective action of the audited department, the vice president of the related department is responsible for providing written explanation and solution within 30 days of receipt of the report

22. Control and keep the audit report and working paper and related documents used for auditing

23. Coordinate with external auditor to enhance audit efficiency and reduce duplicated audit activities.

24. Evaluate the working quality of external auditor. (if related)

Head of the Compliance

The Company assigned Ms. Charuwan Chabchamrun, Senior Vice President supervising the Office of Compliance to be the head of compliance. More detail is on attachment no.3

Duties and Responsibilities of the Head of Compliance

1. Compile laws, rules, regulations, orders and notifications which are announced by regulators
2. Summarize new and changed laws, rules, regulations, orders and notifications which are issued by regulators and communicate to all staff for acknowledgement and compliance
3. Give a suggestion and advice related to laws, rules, regulations and notification for business operating
4. Coordinate with all departments to prepare compliance risk management plan as well as propose solutions to non-compliance transactions
5. Prepare annual legal compliance report to the President and the Audit Committee
6. Educate employees about the laws, rules and regulations related to the Company's operations
7. Coordinate with the Office of Insurance Commission and other regulatory agencies under the law on behalf of the Company

7.6.2 Shareholder Relations

The Shareholder Relations division is responsible for investor relations. Ms. Charuwan Chabchamrun is assigned to be the head of the division. Investors shall contact the Shareholder Relations Division at:

Shareholder Relations Division

100/47-55, 90/3-6, floor 27, Sathorn Nakorn Tower, North Sathorn Road, Silom, Bangrak, Bangkok 10500.

Telephone: 0 2664 7777 ext. 1905, 1906 and 7719

E-mail: office_president@navakij.co.th

7.6.3 Remuneration of Auditor

Audit Fee

The Company pays audit fee to EY Office Limited for the year 2024, details as follows:

1. Annual audit and quarterly review fee for the financial statements	2,060,000 Baht
2. Review fee for RBC (Risk Based Capital) for the year 2024 and second quarter of the year 2024	<u>585,000</u> Baht
Total	<u>2,645,000</u> Baht

Audit service fees for the financial statement audit for the year 2024 according to the Financial Reporting Standard No. 17 (TFRS17) for use in presenting comparative financial statements with the financial statements for the year 2025, which TFRS17 is effective

1. Audit of the opening balance as of 1 January 2024	550,000 Baht
2. Annual financial statement audit and quarterly financial statement review	<u>1,400,000</u> Baht
Total	<u>1,950,000</u> Baht

Non-Audit Fee

None

8. Corporate governance performance report

8.1 Summary of the performance of the Board of Directors in the past year

The Board of Directors is responsible for preparing policies, business direction, vision, mission, values, strategies, and goals. They oversee the Company's adherence to good governance and corporate governance principles to achieve the vision of becoming a leading company in the non-life insurance business, conducting business ethically, and growing sustainably for the maximum benefit of the Company and stakeholders. This enhances the Company's business capabilities to achieve good long-term performance, which will benefit the economy and society.

In 2024, the Board of Directors reviewed the vision, mission, corporate governance policies, code of conduct, policies related to corporate governance, as well as the charters of the Board of Directors and subcommittees to align with the Corporate Governance Code for Listed Companies 2017 of the Securities and Exchange Commission (SEC), the Corporate Governance Report (CGR) of the Thai Institute of Directors (IOD), the criteria of the Shareholders' Meeting Quality Assessment Project of the Thai Investors Association, and the announcement of the Office of Insurance Commission on Good Corporate Governance of Non-Life Insurance Companies B.E. 2019.

The Board of Directors ensures the preparation of short-term and long-term business strategies and plans in line with the Company's main objectives and sustainability goals. These plans focus on maintaining growth in the insurance business, expanding business channels, promoting proactive marketing through online channels, developing new products to meet current customer demands, participating in government insurance programs, developing digital service models, and automating work processes.

The Board of Directors has performed duties in accordance with good corporate governance principles, considering the rights of shareholders, fair treatment of shareholders, the role of stakeholders, disclosure and transparency, and the responsibilities of the Board of Directors. The key points can be summarized as follows:

The rights of shareholders and fair treatment of shareholders.

The Board of Directors has a policy to protect the rights of shareholders, ensuring they are treated equally and fairly. The Company allows shareholders to participate in the management and operations. Minority shareholders are given the opportunity to propose an agenda for the 2024 Annual General Meeting of Shareholders and to nominate individuals for nomination from 2 October 2023 to 31 December 2023. Additionally, shareholders can submit questions about the Company from 20 March 2024 to 18 April 2024. The Company has published the criteria and procedures for these matters on website and informed shareholders through the Stock Exchange of Thailand's news system. However,

no shareholders proposed any individuals for nomination or an agenda for the meeting, nor did any shareholders submit questions about the Company during this period.

The Company held 2024 Annual General Meeting of Shareholders on Tuesday 23 April 2024, 3:00 PM at Glowfish Conference Hall, Sathorn Thani 2 Building, 2nd Floor, 92/4 North Sathorn Road, Silom, Bangrak, Bangkok that is convenient for public transportation and can adequately accommodate shareholders.

The Company prepared the invitation for the 2024 Annual General Meeting of Shareholders in Thai and English, including details, the Board's opinions, and meeting documents. These are published on the Company's website from 20 March 2024, 34 days before the meeting. The Company announced it through electronic media as required by law and via the Stock Exchange of Thailand's news system to ensure shareholders were well-informed and had time to review the meeting information. For shareholders unable to attend the meeting, Proxy Form B and the invitation is prepared and delivered. Three independent directors were representatives as proxies for shareholders.

On the meeting day, the Company allows shareholders to register for the meeting from 1:00 PM, two hours before the meeting, using a barcode for quick registration and requiring only necessary documents to avoid burdening shareholders. 13 Board members, representing 100%, attended the meeting, along with advisors, executives, auditors, and legal advisors who oversaw the vote counting to ensure the meeting was conducted transparently and in accordance with the law and regulations. Before the meeting, the Company secretary informed the meeting about compliance with personal data protection laws and the voting procedures. The Chairman then proceeded with the meeting agenda, allowing shareholders to express their opinions and ask additional questions for each agenda before summarizing the resolutions.

The Company secretary announced the meeting resolutions and published them through the Stock Exchange of Thailand's news system on the same day. The minutes of the shareholders' meeting, which recorded shareholders' questions, directors' answers, and the voting results (agree, disagree, abstain, and invalid ballots), were published on 3 May 2024, 10 days after the meeting.

The role of stakeholders

The Company defines and categorizes key stakeholders related to the Company's operations throughout the business chain. The Company is committed to responding to expectations and issues focused on by stakeholders which are an important factor in determining important issues of sustainable development. The Company treats stakeholders appropriately and fairly and communicates important Thai and English information to ensure stakeholders are well-informed and up to date through various channels. Additionally, the Company provides channels for stakeholders to report any misconduct or file complaints.

In 2024, the Company did not receive any complaints regarding non-compliance with the Stakeholders Policy.

Disclosure and transparency

Information related to the Company's business operations that may affect the stock price or investment decisions is considered important. Therefore, the Board of Directors established a policy to disclose such information transparently, accurately, completely, reliably, timely, and in accordance with the regulations and rules of regulators. The Company will communicate this information in Thai and English to the public through various channels to ensure easy and equal access to the information.

In 2024, the Company did not receive any orders to amend financial statements or face any regulatory actions for failing to disclose significant information on time.

Responsibilities of the Board of Directors

The Board of Directors plays a crucial role in increasing value to the organization, shareholders, and stakeholders. They are responsible for preparing policies and business directions to achieve the vision of becoming a leading company in the non-life insurance industry. They ensure that the Company operates ethically, in compliance with laws, objectives, regulations, and resolutions of the shareholders' meetings, with honesty and diligence for the best interest of the Company.

Over the past year, the Board of Directors reviewed and deemed the Company's vision and mission appropriate. They also approved the strategies, business direction, operational goals, and sustainable strategies for 2025 proposed by the management. Additionally, the Board ensured that the Company has adequate and appropriate internal control systems, risk management, and regulatory compliance.

The Board of Directors ensures the establishment of an accounting system, the preparation of the Company's financial reports, consolidated financial reports of the Company and associations at the end of the fiscal year. These reports are presented in the annual report to the shareholders' meeting as required by law. The financial reports are prepared in accordance with current financial reporting standards and requirements of the Office of Insurance Commission (OIC). Additionally, the Board prepares a responsible report for the financial reports with the auditor's report in 56-1 One Report.

The Board of Directors assigns the Audit Committee to oversee the quality of financial reports and provide opinions to the Board to ensure that the reports comply with the requirements of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), the Office of Insurance Commission (OIC), and relevant laws.

The Board of Directors performs duties with diligence, caution, and integrity, resulting in no cases of fines, accusations, or civil actions related to fraudulent activities by regulators.

8.1.1 Nomination, development, and performance evaluation of the Board of Directors

(1) Independent director

The Remuneration, Nomination and Sustainable Development Committee is responsible for nominating directors. The Board of Directors consists of 5 independent directors. The Company defines definitions of independent directors as same as the criteria of Thai Capital Market Supervisory Board as follows:

1. Shall not hold more than 1 % of total voting shares of the Company, its parent company, subsidiary, associate, major shareholder, or the controlling person of the Company including the shareholding of related persons.

2. Shall neither be nor have ever been a director with management authority, an employee, a staff or an advisor who receives a regular salary, or a controlling person of the Company, its parent company, subsidiary, associate, same-tier subsidiary company, major shareholder or controlling person of the Company, unless the term has been terminated for not less than 2 years.

3. Shall not be a person who relating by blood or legal parents, spouses, siblings and child, including the spouses of child, an executive, a major shareholder, a controlling person of the Company and a person who will be nominated to be an executive or authorized person of the Company or subsidiary.

4. Shall neither have nor have ever had a business relationship with the Company, its parent company, subsidiary, associated Company, a major shareholder, or an authorized person of the Company. Shall not be a person who is significant shareholder or an authorized person able to have business relationship with the Company, its parent company, the subsidiary, an associated Company, a major shareholder or an authorized person; by considering transactions with 20 million Baht or 3 % of the Company's net tangible assets, unless the term has been terminated for not less than 2 years.

Business relationships as mentioned in the first paragraph include regular commercial transactions for business operations, leasing or renting real estate, transactions involving assets or services, or providing or receiving financial assistance through loans, guarantees, or using assets as collateral. These also include similar circumstances that result in the Company or the contracting party having financial obligations to the other party amounting to at least 3% of the Company's net tangible assets or at least 20 million Baht, whichever is lower. Considering such financial obligations will include those incurred within 1 year before the business relationship with the same person.

5. Shall neither be nor have ever been an auditor of the Company, its parent company, a subsidiary, an associated Company, a major shareholder, or an authorized person of the Company. Shall not be a significant shareholder, an authorized person or a partner of the audit firm which employs the auditor of the Company, its parent company, a subsidiary, an associated Company, a major shareholder or an authorized person of the Company, unless the term has been terminated for not less than 2 years.

6. Shall not be nor have ever been a provider of any professional services, including a legal advisor or a financial advisor who receives 2 million Baht service fee per year from the Company, its parent company, the subsidiary, an associated Company, a major shareholder, or an authorized person of the Company. Shall not be a significant shareholder, an authorized person or a partner of that professional service provider unless the term has been terminated for not less than 2 years.

7. Shall not be a director appointed to represent the Company's directors, a major shareholder or a shareholder who is related to a major shareholder.

8. Shall not operate the same business and have significant competition with the Company's business or subsidiaries. Shall not be a significant partner in the partnership or be a director who participates in the management, an employee, a staff, a consultant who receives a regular salary or hold shares more than 1% of the total number of shares of voting rights of another company which operate the same business and in competition with the Company or its subsidiary.

9. Shall not have any other characteristics that prevent the ability to express independent opinions on the Company's operations.

Business relationship of independent directors

The Board of Directors approved the extenuated prohibition criteria on business relationship of independent directors. The value size is not more than 3% of the net tangible assets (NTA) of the Company. The business relationships must be an ordinary business and must support the Company's operations in a general condition the Company should treat contractual parties in the same situation without any benefits that might affect independent opinions. The supervision procedures are as follows:

1. The Executive Board examines and reports the business relationship of independent directors whose transaction exceeds 3% of NTA to the Board of Directors' Meeting.

2. Information on independent directors' business relations shall be presented to the Board of Directors' Meeting and the shareholders' Meeting for nominating independent directors.

3. Business relationships of independent directors shall be disclosed in the form of 56-1 One Report, or in accordance with the notification of Office of the Securities and Exchange Commission.

In 2024, the motor dealer and the motor repair service center that Mr. Kiet Srichomkwan, the Company's independent director, is a major shareholder; had a business relationship with the Company. The business value was 5.96 million Baht, which was not more than 20 million Baht and not more than 3 % of the Company's NTA. The Board of Directors was of the opinion that it did not affect the independent opinion because it was normal business and supported normal business transactions. The mentioned business was divided into 2 parts; 1) Insurance premiums under marketing campaign of Toyota Motor Thailand Co., Ltd., that provided free policies for customers who select the insurance company by themselves, amounted to 689,641 Baht 2) motor repair cost under the Toyota Care for customers whose policies specified the repair service center, amounted to 5.28 million Baht.

(2) Nomination of directors and senior executives

Nomination of directors

The Remuneration, Nomination and Sustainable Development Committee is responsible for selecting and nominating person who has qualifications, knowledge, and experience in accordance with the criteria specified by the Company for the Board of Directors to approve before proposing to the Shareholders' Meeting for appointment. During 2 October 2023 to 31 December 2023, the Company gave shareholders an opportunity to propose candidates to be nominated as directors via the Company's website. However, none of the shareholders proposed a qualified candidate.

The 2024 Annual General Meeting of Shareholders resolved to reappoint 3 directors whose terms had expired, namely Mr. Chan Soo Lee, Mrs. Wanida Chansikarin, and Miss Jittinan Wanglee, for another term. Additionally, a new director, Mr. Vuttiphol Wanglee, was appointed to replace Mr. Vuttichai Wanglee. Shareholders voted individually for each nominee to be appointed as a director.

In 2024, Mr. Chan Soo Lee, an independent director, resigned from the Board of Directors due to his responsibilities, which might hinder his ability to fulfill duties as a director. The Remuneration, Nomination and Sustainable Development Committee then nominates a qualified individual to meet the criteria for directors and independent directors. They proposed Mr. Pramon Sutivong to the Board of Directors for appointment as an independent director.

Details of the nomination of directors are reported in section 6.1.1 Policies and guidelines related to the Board of Directors, subject "Directors nomination".

Nomination of senior executives

The Remuneration, Nomination and Sustainable Development Committee is responsible for recruiting and screening individuals with appropriate qualifications, abilities, and experiences to propose to the Board of Directors in order to appoint them to be the Chief Executive Officer and the President including considering the remuneration to propose to the Board of Directors.

In 2024, the Board of Directors considered renewing the contract of Mr. Pitiphong Bisalputra, the Chief Executive Officer and the President. This decision was based on his performance evaluation and the Company's operating performance. The Board also determined his remuneration to align with the Company's remuneration structure and performance, as assessed by non-executive directors.

Details of the nomination of senior executives are reported in section 6.1.1 Policies and guidelines related to the Board of Directors, subject "Senior Executives nomination".

Succession Plan

The Remuneration, Nomination, and Sustainable Development Committee reported to the Board of Directors on the progress of the succession plan. In 2024, the individuals who designated to succeed the President were trained appropriately to enhance their skills, knowledge, and capabilities.

Directors and Executives development

The Company encouraged directors and executives to attend training courses, seminars or various meetings to enhance knowledge and ability. In 2024, directors and executives attended training, seminars and meetings as follows:

Mr. Nipol T.Jeerawong	<ul style="list-style-type: none">- Board Nomination and Remuneration Program (BNCP On-Site) Training Course No. 19/2024 Organized by the Thai Institute of Directors Association.- Hot Issues for Directors Training: Empowering Boards: Enhancing Governance, Standards, and Financial Insights Organized by the Stock Exchange of Thailand and the Thai Institute of Directors Association
Gen. Montree Sungkasap	<ul style="list-style-type: none">- Audit Committee Seminar 2024 Organized by EY Office Company Limited
Mr. Vuttiphol Wanglee	<ul style="list-style-type: none">- Hot Issues for Directors Training: Empowering Boards: Enhancing Governance, Standards, and Financial Insights Organized by the Stock Exchange of Thailand and the Thai Institute of Directors Association- Director Accreditation Program (DAP Onsite) Training Course, No. 221/2024
Dr. Saran Wanglee	<ul style="list-style-type: none">- Senior Executive, Capital Market Academy, No. 34 Organized by the Capital Market Academy Student Association
Mr. Anak Wanglee	<ul style="list-style-type: none">- CFO Refresher Course 2023 e-learning Organized by the Stock Exchange of Thailand
Mr. Anin Wanglee	<ul style="list-style-type: none">- Peace Management of Public and Private Sector, No.11 Organized by the Police College
Mrs. Nalina Bodharamik	<ul style="list-style-type: none">- Seminar: ESG-related risks and management: A practical guide for listed companies Organized by the Stock Exchange of Thailand

Performance Evaluation of the Board of Directors and subcommittees

The Board of Directors conducted an annual performance evaluation as a whole and individual, as well as the performance evaluation of subcommittees. The results are used to improve future performance. The evaluation concluded that the Board was in accordance with the Corporate Governance Policy and Code of Conduct. The average score for the whole self-assessment was 94.17 percent, and the average score for the individual self-assessment was 95.96 percent.

The performance evaluation results for the Audit Committee and the Remuneration, Nomination and Sustainable Development Committee were excellent, with average scores of 100.00% and 92.36%, respectively.

Criteria of performance Evaluation of the Board of Directors and subcommittees are reported in section 6.1.1 Policies and guidelines related to the Board of Directors, subject “Performance Evaluation of the Board of Directors”.

8.1.2 Meeting attendance and remuneration of individual director

Meeting attendance of the Board of Directors and Subcommittees in 2024

No.	Directors	Board of Directors (7 Times)	Non-Executive Directors (1 Times)	Audit Committee (10 Times)	Remuneration, Nomination & SD Committee (3 Times)	Risk Management Committee (5 Times)	Investment Committee (4 Times)	Executive Board (48 Times)	Annual General Meeting of Shareholders
1.	Mr. Suchin Wanglee	7/7	1/1	-	-	-	-	-	1/1
2.	Mr. Pitiphong Bisalputra	7/7	-	-	-	5/5	4/4	46/48	1/1
3.	Mr. Kiet Srichomkwan	7/7	1/1	10/10	-	-	-	-	1/1
4.	Gen. Montree Sungkasap	7/7	1/1	10/10	2/2	-	-	-	1/1
5.	Mr. Nipol T. Jeerawong	7/7	1/1	-	2/2	5/5	4/4	-	1/1
6.	Mrs. Wanida Chansikarin	7/7	1/1	10/10	-	-	-	-	1/1
7.	Mrs. Phompun Phomprapha	6/7	0/1	-	2/2	-	-	-	1/1
8.	Miss Jittinan Wanglee	7/7	1/1	-	-	-	-	-	1/1
9.	Dr. Saran Wanglee	7/7	-	-	-	-	-	34/48	1/1
10.	Mr. Anak Wanglee	7/7	-	-	-	5/5	4/4	39/48	1/1
11.	Mr. Anin Wanglee	7/7	-	-	-	4/5	-	42/48	1/1
12.	Mr. Vuttiphol Wanglee	5/5	1/1	-	-	-	-	-	-
13.	Mr. Pramom Sutivong	1/1	1/1	-	-	-	-	-	-
14.	Mr. Chan Soo Lee	4/5	-	-	-	-	-	-	1/1
15.	Mr. Vuttichai Wanglee	1/2	-	-	-	-	-	-	1/1
16.	Mrs. Natina Bodharamik	-	-	-	-	5/5	-	42/48	-

Note: No.12 was appointed as a director on 23 April 2024 in replacement of Mr. Vuttichai Wanglee.

No.13 was appointed as a director on 12 November 2024 in replacement of Mr. Chan Soo Lee.

No.14 was vacated from the position of a director on 1 October 2024 due to resignation.

No.15 was vacated from the position of director on 23 April 2024 due to term of office.

In 2024, the Company held a total of 7 Board meetings and 1 non-executive directors' meeting. These meetings were conducted in a hybrid format, allowing directors to participate either at the Company's headquarters or via electronic media. The meetings were conducted in compliance with laws related to electronic meetings. Directors who were unable to attend were required to notify the Chairman in advance through the Company secretary and provide reasons for their absence.

Remuneration of Directors

The Board of Directors determines the directors' remuneration taking into consideration the duty, responsibility and the performance comparing with other similar business companies including the dividends paid to shareholders. The 2024 Annual General Meeting of Shareholders resolved to approve increasing remuneration of directors and subcommittees as follows:

1. Cash remuneration

It is divided into 2 types as follows:

1.1 Meeting Allowance: Paid to directors and subcommittees who attend the meeting.

The rates of payment are adjusted from the previous rate that paid since 2007 as follows.

Board/Committee	Chairman		Directors	
	Latest (Baht/Times)	Previous (Baht/Times)	Latest (Baht/Times)	Previous (Baht/Times)
Board of Directors	35,000	30,000	25,000	20,000
Audit Committee	35,000	30,000	25,000	20,000
Remuneration, Nomination and Sustainable Development Committee	25,000	20,000	15,000	10,000
Risk Management Committee	25,000	20,000	15,000	10,000
Investment Committee	25,000	20,000	15,000	10,000

1.2 Bonus: Paid to the Board of Directors in the amount of 4,580,000 Baht. The Chairman of the Board and the Chief Executive Officer are paid 2 times.

2. Other remuneration

The Company does not provide any other remuneration or benefits to the directors.

Summary of Remuneration for Board of Directors in 2024

No.	Names	Board of Directors	Non-Executive Directors	Audit Committee	Remuneration, SD Committee	Risk Management Committee	Investment Committee	Director's Bonus	Total
1.	Mr. Suchin Wanglee	245,000	35,000	-	-	-	-	610,667	890,667
2.	Mr. Pitiphong Bisalputra	175,000	-	-	-	75,000	100,000	610,667	960,667
3.	Mr. Kiet Srichomkwan	175,000	25,000	350,000	-	-	-	305,333	855,333
4.	Gen. Montree Sungkasap	175,000	25,000	250,000	50,000	-	-	305,333	805,333
5.	Mr. Nipol T.Jeerawong	175,000	25,000	-	30,000	125,000	60,000	305,333	720,333
6.	Mrs. Wanida Chanskarin	175,000	25,000	250,000	-	-	-	305,333	755,333
7.	Mrs. Phompun Phornprapha	150,000	-	-	30,000	-	-	305,333	485,333
8.	Miss Jittinan Wanglee	175,000	25,000	-	-	-	-	305,333	505,333
9.	Dr. Saran Wanglee	175,000	-	-	-	-	-	305,333	480,333
10.	Mr. Anak Wanglee	175,000	-	-	-	75,000	60,000	203,556	513,556
11.	Mr. Anin Wanglee	175,000	-	-	-	60,000	-	203,556	438,556
12.	Mr. Vuttiaphol Wanglee	125,000	25,000	-	-	-	-	-	150,000
13.	Mr. Pramon Sutivong	25,000	25,000	-	-	-	-	-	50,000
14.	Mr. Chan Soo Lee	100,000	-	-	-	-	-	305,333	405,333
15.	Mr. Vuttichai Wanglee	25,000	-	-	-	-	-	305,333	330,333
16.	Mr. Thamnu Wanglee	-	-	-	-	-	-	101,778	101,778
17.	Ms. Charuwan Chabchamrun	-	-	-	-	-	-	101,778	101,778
18.	Mrs. Nalina Bodharamik	-	-	-	-	75,000	-	-	75,000
Total		2,245,000	210,000	850,000	110,000	410,000	220,000	4,580,000	8,625,000

Note:

- No.1 Chairman of the Board of Directors' total remuneration does not include that of the position of an advisor to the Executive Board, which are salary, bonus, and provident fund contributions. Total remuneration for the whole year is 7,894,135 Baht.
- No.2 Chief Executive Officer and Chairman of the Investment Committee
- No.3 Chairman of the Audit Committee
- No.4 Chairman of the Remuneration, Nomination and Sustainable Development Committee
- No.5 Chairman of the Risk Management Committee's total remuneration does not include that of the position of an advisor to the Chairman, which are salary, bonus and provident fund contributions. Total remuneration for the whole year is 5,402,000 Baht.
- No.10 was appointed as a director on 10 May 2023 and received an incentive bonus based on the performance results of the year 2023, according to the duration of holding the director position.
- No.11 was appointed as a director on 10 May 2023 and received an incentive bonus based on the performance results of the year 2023, according to the duration of holding the director position.
- No.12 was appointed as a director on 23 April 2024 in replacement of Mr. Vuttichai Wanglee.
- No.13 was appointed as a director on 12 November 2024.
- No.14 was vacated from the position of a director on 1 October 2024 due to resignation.
- No.15 was vacated from the position of director on 23 April 2024 due to expired term of office.
- No.16 was vacated from the position of a director on 21 April 2024 and received an incentive bonus based on the performance results of the year 2023, according to the duration of holding the director position.
- No.17 was vacated from the position of director on 21 April 2024 and received an incentive bonus based on the performance results of the year 2023, according to the duration of holding the director position.

8.1.3 Supervision of subsidiaries and associated companies

The Company has established guidelines for supervising subsidiaries and associated companies by appointing a representative to be director in the associated companies in proportion to the shareholding to supervise the management of the associated companies. The representative directors must perform in accordance with the objectives, regulations, resolutions of the Board and shareholders meeting as well as the related laws of associated companies; set directions, strategies, policies, and business plans to be in line with the Company's direction; report to the Company on the operations; also consider and vote at associated companies Board meetings.

The Company requires the associated company to disclose important information to the Company, such as operating performance, financial statements, and important operational issues. The associated company is also supervised to have appropriate internal control systems, internal audit, compliance, and risk management to the size and complexity of the business.

8.1.4 Monitoring to ensure compliance with corporate governance policies and guidelines

The Company has paid attention to compliance with the Corporate Governance Policy and Code of Conduct. In 2024, the Board of Directors reviewed policies and practices related to corporate governance and communicated them to all employees to ensure proper understanding and application in their work leading to a good corporate culture. The Company arranged for current employees to study corporate governance guidelines through electronic learning materials and take tests to ensure correct understanding. Additionally, all policies are established as a training course for new employee orientation.

The Company has monitored on compliance with the corporate governance principles in 4 other issues as follows:

(1) Prevention of conflict of interest

The Company determines that the personnel should avoid any action that competes with the Company or making transactions related to oneself that might cause conflicts of interest. The Company required directors, executives, and vice presidents to prepare a report on interest and review such report annually.

The details of the prevention of conflicts of interest were reported in section 6.1.2 Policies and Practices Related to Shareholders and Stakeholders, subject “Prevention of conflict of interest”.

In 2024, the Board of Directors reviewed the Conflict of Interest Policy and found it to be complete and appropriate. There are no directors or executives of the Company holding director positions in other companies with similar business characteristics, and there have been no transactions between them that could cause conflicts of interest with the Company in the past year.

(2) Exploitation of internal information

The Board of Directors establishes the Prevention of Inside Information Policy to prevent the exploited use of internal information by the Board of Directors, executives and employees including related persons such as spouses and underage children. Any violator would be punished.

Details on inside information prevention were reported in section 6.1.2 Policies and Practices Related to Shareholders and Stakeholders, subject “Prevention of Inside Information Policy”

Last year, the Board of Directors revised the Prevention of Inside Information Policy regarding the changes in securities and derivatives holding report (Form 59) to comply with legal requirements and communicated it to directors, executives, and employees. In 2024, directors and related parties who traded the Company's securities prepared form 59 punctually and did not trade securities during the silent period. The Board of Directors acknowledged the changes in securities report of directors, executives, and related parties at every meeting.

NKI's shareholding of the Board of Directors and Executives

	Name	Share Capital (Shares)					
		As of		As of		Increase (Decrease)	
		30 December 2024		28 December 2023		During Financial Year	
		Held Personally	Held by Spouse/ Minor Child	Held Personally	Held by Spouse/ Minor Child	Held Personally	Held by Spouse/ Minor Child
1.	Mr. Suchin Wanglee	3,824,411	1,330,000	3,723,769	1,295,000	100,642	35,000
2.	Mr. Pitiphong Bisalputra	179,184	-	174,470	-	4,714	-
3.	Mr. Kiet Srichomkwan	45,375	-	44,181	-	1,194	-
4.	Gen. Montree Sungkasap	-	-	-	-	-	-
5.	Mr. Nipol T. Jeerawong	62,834	38,544	61,181	37,530	1,653	1,014
6.	Mrs. Wanida Chansikarin	4,017	-	3,912	-	105	-
7.	Mrs. Phornpun Phomprapha	-	-	-	-	-	-
8.	Miss Jittinan Wanglee	259,142	-	252,323	-	6,819	-
9.	Dr. Saran Wanglee	210,459	-	204,921	-	5,538	-
10.	Mr. Anak Wanglee	77,074	-	75,046	-	2,028	-
11.	Mr. Anin Wanglee	114,043	-	111,043	-	3,000	-
12.	Mr. Vuttiphol Wanglee	118,775	-	115,650	-	3,125	-
13.	Mr. Pramont Sutivong	184,059	-	179,216	-	4,843	-
14.	Mr. Chan Soo Lee	375,076	-	365,206	-	9,870	-
15.	Mr. Vuttichai Wanglee	662,467	-	645,034	-	17,433	-
16.	Mrs. Nalina Bodharamik	-	-	-	-	-	-
Total		6,116,916	1,368,544	5,955,952	1,332,530	160,964	36,014

(3) Anti-Corruption

The Company expressed our intention to join the Thai Private Sector Collective Action Against Corruption (CAC) since 26 July 2013. The Board of Directors established the Anti-Corruption Policy, which prohibits personnel from accepting or engaging in any form of corruption, both directly and indirectly. Additionally, guidelines are provided to prevent corruption.

In 2024, Anti-Corruption Working Team (“the Working Team”), who is appointed by the President, reviewed the Anti-Corruption Policy and Measures to be in accordance with the guidelines of Thai Private Sector Collective Action against Corruption and other relevant laws including changed rules, regulations, legal requirements, and business of the Company. The Working Team proposed a reviewed version of the Anti-Corruption Policy and Measures to the Remuneration, Nomination and Sustainable Development Committee to consider and approve before proposing to the Board of Directors for approval in the meeting No. 6/2024 held on 12 November 2024.

The Working Team communicated the Policies and Measures via the Company's intranet system for employees to be acknowledged and learn through Navakij Training Campus system between 6-25 December 2024. The Company also communicated the mentioned Policies and Measures to third parties, such as partners, business partners and associated companies via the Company's website and electronic mail and specified conditions on Anti-Corruption in the commercial contract. In addition, the Company also invited business partners to join as members of Thailand Private Sector Collective Action Coalition Against Corruption.

The Company categorizes corruption risk in operational risks and requires all departments to assess operational risks as well as prepare a risk mitigation plan annually. The Office of Risk Management would monitor and summarize the risks, give advice on the preparation of a risk management plan and report to the Risk Management Committee. In the past year, the Company did not find any corruption by directors, executives, or employees.

In 2024, the Company conducted a self-assessment to develop the updated Anti-Corruption System 4.0, and prepared supporting documents for the assessment to apply for the 4th certification as a member of the Thai Private Sector Collective Action Against Corruption. The Board of Directors assigned the Audit Committee to review the information in the self-assessment before presenting it to the CEO and the Chairman of the Board for signature. The Company was first certified as a member of the Thai Private Sector Collective Action Against Corruption in 2015, and subsequently in 2018, 2021, and most recently on 30 September 2024.

(4) Whistleblowing

The Company establishes the Whistleblowing Policy to enable stakeholders to make suggestions, complaints, or whistleblowing actions that might imply misconduct by the Company's employees. The Company did not receive any corruption complaints against corporate governance policies and practices in the year 2024.

(5) Compliance with Code of Conduct

The Company requires all directors, executives, and employees, equivalent to 100% of the Company's personnel to learn and/or sign for acknowledgement as well as strictly adhere to the Code of Conduct. Executives at all levels are responsible for ensuring that their subordinates understand and seriously comply with the regulations to prevent repeated violations of the Code of Conduct, relevant executives must review the violations that occurred, consider corrective actions, and implement measures to prevent future occurrences. Additionally, they must continuously monitor issues.

Office of Compliance is assigned to supervise all departments to ensure compliance with laws related to the business. Office of Internal Audit is assigned to audit the performance of all departments. Both offices will report their performance results to the Audit committee.

In the past year, the Company did not encounter any serious violations of the Code of Conduct policies and guidelines. There were no disputes with stakeholders or competitors, and no cases of human rights violations in the business operations.

(6) Information and information system security incident monitoring

Employees acknowledged and complied with the Personal Data Protection Policy for stakeholders, Information Security Policy and Information Technology Risk Management. In 2023, the Company did not find any significant violation of policies. Incidents of information leakage or misuse were also not found.

(7) Tax management

The Company committed to tax operations in accordance with the laws and regulations of the government taxation and Tax Policy of the Company by managing tax correctly, punctually, with complete accounting records. The Company regularly reviewed tax calculations and kept reports in proper format without any tax evasion. The Company will study the tax implications when implementing new projects or transactions, including when there are new tax laws or policies to proceed correctly as required by law. The Company considers using tax reduction measures as supported by the government to achieve maximum benefit to the Company and stakeholders and not seek opportunities from irregular tax structures or taking any actions that are tax evasion. The Company also cooperates with government sectors in preparing tax information to ensure that the Company conducts tax operations transparently and in accordance with the law.

8.2 Report on the performance of the subcommittees in the past year

8.2.1 Number of meetings and attendance of the Audit Committee

Show details in “8.1.2 Meeting attendance and remuneration of individual director”

8.2.2 Performance of the Audit Committee

Show details in “Report of the Audit Committee”

8.3 Summary on the performance of other subcommittees

8.3.1 Report on the performance of the Remuneration, Nomination and Sustainable Development Committee

Show details in “Report of the Remuneration, Nomination and Sustainable Development Committee”

8.3.2 Report on the performance of the Risk Management Committee

Show details in “Report of the Risk Management Committee”

8.3.3 Report on the performance of the Investment Committee

Show details in “Report of the Investment Committee”

8.3.4 Report on the performance of the Executive Board

Show details in “Report of the Executive Board”

9. Internal control and related parties transaction

9.1 Internal control

9.1.1 The opinion of the Board of Directors on internal control system

The Board of Directors Meeting No.1/2025 on 14 February 2025 in which the Audit Committee attended, considered the Company's internal control systems sufficiency evaluation form in 5 areas which were the control environment, the risk assessment, the control activities, the information, and communication as well as the monitoring activities. The internal control system, which was assessed according to the evaluation form of the Securities and Exchange Commission (SEC), was reviewed by the Audit Committee, taking into consideration the management interrogation, the Audit Committee's opinion, and the Office of Internal Audit's internal control report.

The Board of Directors was of the opinion that the Company has an adequate and appropriate internal control system. The Company provided sufficient personnel to operate according to the system effectively. The Office of Internal Audit staff did not have knowledge of auditing information systems, so the Company provided an outsource expert to audit the information systems. In 2024, the outsource experts audited the IT governance and risk management, cyber crimes as well as ISO 27001 standard.

The Company prepared the Risk Management Policy in accordance with various determined criteria which was considered appropriate for the Company together with the risk assessment reports. The Risk Management Committee was assigned to monitor the Company's risk management results quarterly.

The Company abided by the Good Corporate Governance Policy for the benefits of the insureds, employees, shareholders and society. The Company joined Thai Private Sector Collective Action against Corruption for transparent and ethic operation, complied with business-related laws, and provided valuable and quality insurance coverage.

The Audit Committee Meeting No. 1/2015 on 8 January 2015 agreed to appoint Mr. Phisit Photisatian to be the head of the Office of Internal Audit from 1 January 2015 because of his appropriate educational background, training, and experience. The Office of Internal Audit reported directly to the Audit Committee.

The appointment, removal, transfer, and performance evaluation of the head of the Office of Internal Audit shall be approved by the Audit Committee. The qualifications and responsibilities of the head of the Office of Internal Audit are presented in attachment 3.

9.2 Related transactions

Definition of related transactions

The Company and related businesses are bound to conduct transactions with one another in such ways as through shareholding, common directors or business transactions arising in the ordinary course of business based on market terms and conditions. They are disclosed in notes from the annual financial statements ended 31 December of each year.

Procedures for approving related transactions

The Board of Directors requires that related party transactions or connected transactions must be approved by directors and executives with responsibility, caution, and honesty. Stakeholders must not participate in decision-making. Transactions are for the Company's interests as a transaction with a third party. An audit system is also provided to ensure that the transaction is in accordance with the correct procedures.

The Company shall comply with the Securities and Exchange law, regulations, announcements, orders of Capital Market supervisory Board and the Stock Exchange of Thailand including other relevant laws regarding related party transactions or connected transactions

Related party transactions or connected transactions shall be proposed to the Audit Committee for consideration before proposing to the authorized person for approval. However, the Company may engage an independent expert to give opinions regarding related transactions or connected transactions to the Audit Committee for decision making by the Board of Directors and/or shareholders.

The Board of Directors assigned the Management to approve related party transactions or connected transactions that are ordinary business transactions or ordinary business support transactions with the general trading terms must be similar to those terms a reasonable business person would be expected to enter into with other parties in general in similar circumstances with an equal bargaining power, free of any undue pressure as a result of a person being a director, management, or related person, and must not constitute a transfer or loss of benefits on the part of the Company and/or it must be able to demonstrate that the prices and conditions for a transaction are fair and reasonable.

Policy or tendency of related transactions process in the future

A related party transaction in the future, the Board of Directors shall comply with the Securities and Exchange law, regulations, notifications, orders of Capital Market Supervisory Board and Securities and Exchange Commission, the Stock Exchange of Thailand, and relevant laws with regards to the best interests of the Company and shareholders. For transactions in the ordinary course of business or transactions that support transactions in the ordinary course of business on an on-going basis, the Company shall determine the criteria and guidelines to conform to the general trading terms based on the prices and conditions that are appropriate, fair, reasonable, and verifiable.

The related transaction for the year 2024

Persons / Juristic Persons with Possible Conflicts	Relationship	Characteristics of Connected Transactions	Transaction Value (Thousand Baht)			Necessity / Reasonableness of Transaction
			For the fiscal year ended 31 December 2024	For the fiscal year ended 31 December 2023	For the fiscal year ended 31 December 2022	
1. TKI General Insurance Company Limited	It is a joint venture company of which the Company holds 32.50% of shares	- Reinsurance premiums received - Claims paid - Commissions paid from reinsurance.	2,476	1,584	2,510	The Company operates in the non-life insurance business, so it has items such as reinsurance premiums received, claims paid, commissions paid, and others, which are normal. These transactions are in accordance with the policies and general non-life insurance companies.
2. The United Indemnity Company Limited	The Company's directors are directors. - Dr. Saran Wanglee - Mr. Anin Wanglee	Office rental income and service fees	188	172	172	For the fiscal year ending 31 December 2024, the Company had office rental income and service fees amounting to 0.18 million Baht.
3. Rangsit Plaza Company Limited	The Company's directors are directors. - Mr. Suchin Wanglee - Miss Jittinan Wanglee - Dr. Saran Wanglee	Office space rental fees and service charges	240	240	240	For the fiscal year ending 31 December 2024, the Company had office rental and service expenses amounting to 0.24 million Baht used for business operations.

Section 3

Financial Statements

The Navakij Insurance Public Company Limited
56-1 ONE REPORT 2024

Financial Statements

170

Report on the Board of Directors' responsibilities for the financial statements

The Board of directors puts strong emphasis on the principles of Good Corporate Governance and supervised the financial reports presented in the annual report. Such financial reports were prepared in accordance with Thai Financial Reporting Standards, applying the appropriate accounting policies and consistently adhered with careful discretion and best estimation in the preparation. Moreover, significant information which was disclosed sufficiently in the notes to financial statements benefited shareholders and investors in a transparent manner.

The Board of Directors has provided and maintained the appropriate and efficient internal control system to reasonably ensure that the accounting data is accurate, complete, and sufficient to maintain its assets and to prevent fraud and materially irregular operation.

The Audit Committee that comprises independent directors has been assigned by the Board of Directors to take charge of the Company's financial reports and internal control quality matters. The Audit Committee's opinion regarding this issue is disclosed in this annual report under the section of the Audit Committee's report.

The Board of Directors is of the opinion that the overall internal control system of the Company is sufficient, appropriate, able to build the confidence that the financial statement of the Company for the year ended 31 December 2024 is reliable, complies with relevant laws and regulations as well as in accordance with Thai Financial Reporting Standards.



Suchin Wanglee
Chairman of the Board of Directors



Pitiphong Bisalputra
CEO & President

Independent Auditor's Report

To the Shareholders of The Navakij Insurance Public Company Limited

Opinion

I have audited the accompanying financial statements in which the equity method is applied of The Navakij Insurance Public Company Limited (the Company), which comprise the statement of financial position in which the equity method is applied as at 31 December 2024, and the related statements of income, comprehensive income, changes in equity and cash flows in which the equity method is applied for the year then ended, and notes to the financial statements in which the equity method is applied, including material accounting policy information, and have also audited the separate financial statements of The Navakij Insurance Public Company Limited for the same period. (collectively “the financial statements”)

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Navakij Insurance Public Company Limited as at 31 December 2024, its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the 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 my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

I draw attention to Note 5 to the financial statements, which describes the change in accounting policy regarding the recognition of claims received from litigants, which has caused the Company has restated the financial statements in which the equity method is applied and the separate financial statements, presented herein as comparative information, to reflect the effect of the adjustments resulting from such change.

My opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond to each matter are described below.

Insurance premium recognition

In 2024, the Company had revenue from insurance premiums amounting to Baht 3,734.0 million, which were derived from retail insured and had a large number of policies. The insurance premiums are collected from customers were diverse and insurance premiums amount rely on the processing of information technology system. I therefore focused on examining that insurance premium was correctly recognised as actually incurred.

I have assessed and tested the internal controls of the information technology system and its internal controls with respect to underwriting, insurance premiums calculation and recognition of insurance premiums income. This was accomplished by making enquiry of responsible executives, gaining an understanding, and selecting representative samples to test the operation of the designed controls. In addition, I selected representative samples of insurance policies to assess whether revenue recognition was consistent with the terms specified in the insurance policies. I reviewed the insurance policies and endorsement transactions for the accounting period, both before and after period-end, which were recognised as revenues of the Company. Furthermore, I analysed and compared the insurance premiums recognised throughout the period and tested on sampling basis for accounting entries related to insurance premiums made through journal vouchers.

Insurance contract liabilities - claim reserves and outstanding claims

As described in Note 19 to financial statements, as at 31 December 2024, the Company had claim reserves and outstanding claims amounted to Baht 985.2 million (representing 26 percent of total liabilities). Claim reserves and outstanding claims includes both claims incurred and reported and claims incurred but not reported, which were calculated by the Company's management using actuarial techniques. The key assumptions applied were based on historical data and required the management to exercise substantial judgement in estimating such reserves, so I addressed the adequacy of claim reserves and outstanding claims as a key audit matter. In addition, such claim reserves and outstanding claims are directly relevant to claim reserves refundable from reinsurers which were also calculated by the Company's management using actuarial techniques. As at 31 December 2024, the Company had claim reserves refundable from reinsurers amounting to Baht 192.0 million.

I have assessed and tested the internal controls relevant to claims, loss adjustments, estimation of claim reserves and outstanding claims, and reinsurance. I performed random test reported claims and major claim files, and performed analytical procedures on the frequency of claims and the average loss per claim. In addition, I inquired of the responsible executives regarding the criteria and assumptions used in the actuarial estimation. I reviewed the actuarial report to assess its consistency with the reserve recognised, assessed the assumptions and methods used in the calculation the reserves, and tested the data used by the actuary in calculating the reserves. Moreover, I also reviewed the estimates of insurance reserves refundable from reinsurers.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Company, but does not include the financial statements and my auditor's report thereon. The annual report of the Company is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Company, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the 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

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the 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 I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial statements in which the equity method is applied. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Narissara Chaisuwan
 Certified Public Accountant (Thailand) No. 4812

EY Office Limited
 Bangkok: 14 February 2025

The Navakij Insurance Public Company Limited

Statements of financial position

As at 31 December 2024

(Unit: Baht)

	Note	Financial statements in which the equity method is applied			Separate financial statements		
		31 December 2024	31 December 2023	1 January 2023	31 December 2024	31 December 2023	1 January 2023
			(Restated)	(Unaudited and unreviewed/ restated)		(Restated)	(Unaudited and unreviewed/ restated)
Assets							
Cash and cash equivalents	8	159,842,961	187,964,771	293,466,693	159,842,961	187,964,771	293,466,693
Premium receivables	9	551,399,294	608,865,352	557,809,721	551,399,294	608,865,352	557,809,721
Accrued investment income		5,988,963	8,006,135	6,187,364	5,988,963	8,006,135	6,187,364
Reinsurance assets	10	644,523,058	583,089,724	665,947,729	644,523,058	583,089,724	665,947,729
Reinsurance receivables	11	198,192,615	234,986,796	395,973,799	198,192,615	234,986,796	395,973,799
Investment assets							
Investments in securities	12.1	3,319,728,213	3,650,126,203	3,419,999,695	3,319,728,213	3,650,126,203	3,419,999,695
Loans and interest receivables	13	484,234	491,492	686,989	484,234	491,492	686,989
Investments in associates	14.1	12,398,124	17,037,797	21,149,002	15,174,320	22,574,882	33,337,976
Property, building and equipment	15	348,191,692	353,940,595	337,559,369	348,191,692	353,940,595	337,559,369
Right-of-use assets	16.1	22,994,701	26,572,816	28,215,001	22,994,701	26,572,816	28,215,001
Intangible assets	17	19,437,476	13,836,200	16,543,913	19,437,476	13,836,200	16,543,913
Deferred tax assets	18.1	315,187,555	290,845,430	259,332,415	314,632,316	289,738,014	256,894,621
Other assets							
Deposits on rice field insurance scheme		48,304,382	11,801,423	80,210,983	48,304,382	11,801,423	80,210,983
Others		190,920,924	78,363,750	106,915,397	190,920,924	78,363,750	106,915,397
Total assets		5,837,594,192	6,065,928,484	6,189,998,070	5,839,815,149	6,070,358,153	6,199,749,250

The accompanying notes are an integral part of the financial statements.

The Navakij Insurance Public Company Limited
Statements of financial position (continued)

As at 31 December 2024

(Unit: Baht)

		Financial statements in which the equity method is applied			Separate financial statements		
	Note	31 December 2024	31 December 2023	1 January 2023	31 December 2024	31 December 2023	1 January 2023
			(Restated)	(Unaudited and unreviewed/ restated)		(Restated)	(Unaudited and unreviewed/ restated)
Liabilities and equity							
Liabilities							
Insurance contract liabilities	19	3,003,202,541	3,115,636,632	3,035,842,356	3,003,202,541	3,115,636,632	3,035,842,356
Due to reinsurers	20	483,063,009	488,953,718	665,223,974	483,063,009	488,953,718	665,223,974
Income tax payable		-	3,936,194	18,442,399	-	3,936,194	18,442,399
Lease liabilities	16.2	34,104,864	37,086,020	36,804,175	34,104,864	37,086,020	36,804,175
Employee benefit obligations	21	80,346,757	74,159,806	67,423,858	80,346,757	74,159,806	67,423,858
Other liabilities		-			-		
Fee and commission payables		87,967,980	93,773,398	101,880,333	87,967,980	93,773,398	101,880,333
Accrued expenses		96,126,798	68,330,577	64,994,559	96,126,798	68,330,577	64,994,559
Others		76,878,176	59,529,512	82,276,441	76,878,176	59,529,512	82,276,441
Total liabilities		3,861,690,125	3,941,405,857	4,072,888,095	3,861,690,125	3,941,405,857	4,072,888,095
Equity							
Share capital	22						
Registered, Issued and paid up							
38,000,000 ordinary shares of Baht 10 each							
(2023: 37,000,000 ordinary shares of Baht 10 each)		380,000,000	370,000,000	360,000,000	380,000,000	370,000,000	360,000,000
Share premium		647,300,363	647,294,382	647,285,572	647,300,363	647,294,382	647,285,572
Retained earnings							
Appropriated							
Statutory reserve	23	38,000,000	37,000,000	36,000,000	38,000,000	37,000,000	36,000,000
General reserve		20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Unappropriated		984,836,937	1,067,690,178	1,007,880,448	966,341,332	1,053,175,336	957,870,520
Other components of equity		(94,233,233)	(17,461,933)	45,943,955	(73,516,671)	1,482,578	105,705,063
Total equity		1,975,904,067	2,124,522,627	2,117,109,975	1,978,125,024	2,128,952,296	2,126,861,155
Total liabilities and equity		5,837,594,192	6,065,928,484	6,189,998,070	5,839,815,149	6,070,358,153	6,199,749,250

The accompanying notes are an integral part of the financial statements.

The Navakij Insurance Public Company Limited

Statements of income

For the year ended 31 December 2024

(Unit: Baht)

	Note	Financial statements in which the equity method is applied		Separate financial statements	
		2024	2023	2024	2023
			(Restated)		(Restated)
Income					
Gross premium written		3,734,024,648	3,823,848,543	3,734,024,648	3,823,848,543
Less: Premiums ceded to reinsurers		(923,186,478)	(771,788,211)	(923,186,478)	(771,788,211)
Net premium written		2,810,838,170	3,052,060,332	2,810,838,170	3,052,060,332
Add (less): Unearned premium reserves (increase) decrease from prior year		136,805,636	(100,384,078)	136,805,636	(100,384,078)
Net earned premium		2,947,643,806	2,951,676,254	2,947,643,806	2,951,676,254
Fee and commission income		266,464,305	212,231,675	266,464,305	212,231,675
Investments income	25	105,105,515	99,772,053	105,105,515	99,772,053
Profit (loss) on investments		(11,445,063)	(14,509,889)	(11,445,063)	40,714,708
Fair value loss		(8,690,127)	(8,912,997)	(8,690,127)	(8,912,997)
Loss on impairment of investments in associates	14.1	-	-	(7,400,561)	(10,763,094)
Share of gain (loss) from investments in associates	14.3	(2,424,607)	92,646	-	-
Other income		4,064,904	13,307,038	4,064,904	13,307,038
Total income		3,300,718,733	3,253,656,780	3,295,742,779	3,298,025,637
Expenses					
Gross claim and loss adjustment expenses		2,427,555,415	2,176,192,661	2,427,555,415	2,176,192,661
Less: Claim recovery from reinsurers		(382,875,379)	(289,599,115)	(382,875,379)	(289,599,115)
Commission and brokerage expenses		585,323,069	600,008,510	585,323,069	600,008,510
Other underwriting expenses		272,834,827	254,278,047	272,834,827	254,278,047
Operating expenses	26	415,325,070	384,733,505	415,325,070	384,733,505
Financial costs		1,439,462	1,602,330	1,439,462	1,602,330
Expected credit losses	27	246,966	76,816	246,966	76,816
Total expenses		3,319,849,430	3,127,292,754	3,319,849,430	3,127,292,754
Profit (loss) before income tax expenses		(19,130,697)	126,364,026	(24,106,651)	170,732,883
Income tax revenue (expenses)	18.2	4,841,834	(19,086,871)	5,837,025	(27,960,642)
Profit (loss) for the year		(14,288,863)	107,277,155	(18,269,626)	142,772,241
Earnings (loss) per share	31				
Basic earnings (loss) per share		(0.38)	2.82	(0.48)	3.76

The accompanying notes are an integral part of the financial statements.

The Navakij Insurance Public Company Limited
Statements of comprehensive income

For the year ended 31 December 2024

(Unit: Baht)

	Note	Financial statements in which the equity method is applied		Separate financial statements	
		2024	2023	2024	2023
			(Restated)		(Restated)
Profit (loss) for the year		(14,288,863)	107,277,155	(18,269,626)	142,772,241
Other comprehensive income					
Other comprehensive income to be reclassified to profit and loss in subsequent periods					
Loss of exchange on translation of financial statements in foreign currency	14.3	(2,215,064)	(4,203,850)	-	-
Loss on changes in value of available-for-sale investments measured at fair value through other comprehensive income		(93,749,061)	(75,053,510)	(93,749,061)	(130,278,106)
Add: Income tax effect		19,192,826	15,851,472	18,749,812	26,055,621
Other comprehensive income to be reclassified to profit and loss in subsequent periods - net of tax		(76,771,299)	(63,405,888)	(74,999,249)	(104,222,485)
Other comprehensive income not to be reclassified to profit and loss in subsequent periods					
Actuarial loss	21	(2,580,472)	(584,281)	(2,580,472)	(584,281)
Add: Income tax effect		516,094	116,856	516,094	116,856
Other comprehensive income not to be reclassified to profit and loss in subsequent periods - net of tax		(2,064,378)	(467,425)	(2,064,378)	(467,425)
Other comprehensive income for the year (loss)		(78,835,677)	(63,873,313)	(77,063,627)	(104,689,910)
Total comprehensive income for the year (loss)		<u>(93,124,540)</u>	<u>43,403,842</u>	<u>(95,333,253)</u>	<u>38,082,331</u>

The accompanying notes are an integral part of the financial statements.

The Navakij Insurance Public Company Limited

Statements of cash flows

For the year ended 31 December 2024

(Unit: Baht)

	Financial statements in which the equity method is applied		Separate financial statements	
	2024	2023	2024	2023
Cash flows from operating activities				
Direct premium written	3,784,585,380	3,735,807,723	3,784,585,380	3,735,807,723
Cash paid for reinsurance	(271,997,435)	(211,527,870)	(271,997,435)	(211,527,870)
Interest income	40,747,665	33,086,806	40,747,665	33,086,806
Dividend income	46,964,809	58,080,359	46,964,809	58,080,359
Other income	5,653,569	13,734,877	5,653,569	13,734,877
Loss incurred and loss adjustment expenses on direct insurance	(2,453,853,261)	(2,097,565,197)	(2,453,853,261)	(2,097,565,197)
Commission and brokerage on direct insurance	(585,166,288)	(598,408,776)	(585,166,288)	(598,408,776)
Other underwriting expenses	(260,714,990)	(243,104,108)	(260,714,990)	(243,104,108)
Operating expenses	(359,137,642)	(333,931,177)	(359,137,642)	(333,931,177)
Income tax expenses	(14,938,115)	(49,137,763)	(14,938,115)	(49,137,763)
Cash received - financial assets	3,366,497,495	3,803,221,863	3,366,497,495	3,803,221,863
Cash paid - financial assets	(3,230,485,332)	(4,130,888,209)	(3,230,485,332)	(4,130,888,209)
Net cash provided (used in) from operating activities	68,155,855	(20,631,472)	68,155,855	(20,631,472)
Cash flows from investing activities				
Purchases of property, building and equipment	(16,497,844)	(32,921,838)	(16,497,844)	(32,921,838)
Purchases of intangible assets	(9,581,968)	(1,463,817)	(9,581,968)	(1,463,817)
Disposals of property, building and equipment	850,424	178,831	850,424	178,831
Net cash used in investing activities	(25,229,388)	(34,206,824)	(25,229,388)	(34,206,824)
Cash flows from financing activities				
Cash received from share capital issuance	5,981	8,810	5,981	8,810
Payment of lease liabilities	(15,561,711)	(14,676,786)	(15,561,711)	(14,676,786)
Dividend paid	(55,500,000)	(36,000,000)	(55,500,000)	(36,000,000)
Net cash used in financing activities	(71,055,730)	(50,667,976)	(71,055,730)	(50,667,976)
Net decrease in cash and cash equivalents	(28,129,263)	(105,506,272)	(28,129,263)	(105,506,272)
Cash and cash equivalents at beginning of year	187,964,771	293,466,693	187,964,771	293,466,693
Add: Allowance for expected credit loss decrease	7,453	4,350	7,453	4,350
Cash and cash equivalents at end of year	159,842,961	187,964,771	159,842,961	187,964,771

The accompanying notes are an integral part of the financial statements.

The Navakij Insurance Public Company Limited

Statements of changes in equity

For the year ended 31 December 2024

Financial statements in which the equity method is applied										(Unit: Baht)
Note	Issued and paid-up share capital	Share premium	Retained earnings			Other components of equity				Total
			Statutory reserve	Appropriated		Unappropriated	Exchange differences		Surplus (deficit) on changes in value of investments in securities	Total other components of equity
				General reserve	General reserve		on translation of financial statements in foreign currency	on translation of financial statements in foreign currency		
Balance as at 1 January 2023 - as previously reported										
Cumulative effect of change in accounting policy	360,000,000	647,285,572	36,000,000	20,000,000	20,000,000	1,075,801,410	(15,581,432)	(15,581,432)	61,525,387	2,185,030,937
Balance as at 1 January 2023 - as restated										
Profit for the year (Restated)						1,007,880,448	(15,581,432)	(15,581,432)	61,525,387	2,117,109,975
Other comprehensive income for the year (loss)						107,277,155				107,277,155
Total comprehensive income for the year (loss)						(467,425)	(3,363,080)	(3,363,080)	(60,042,808)	(63,873,313)
Increase share capital						106,809,730	(3,363,080)	(3,363,080)	(60,042,808)	43,403,842
Transfer unappropriated retained earning to statutory reserve	10,000,000	8,810								10,008,810
Dividend paid						(1,000,000)				
Balance as at 31 December 2023	370,000,000	647,294,382	37,000,000	20,000,000	20,000,000	1,067,690,178	(18,944,512)	(18,944,512)	1,482,579	2,124,522,627
Balance as at 1 January 2024 - as previously reported										
Cumulative effect of change in accounting policy	370,000,000	647,294,382	37,000,000	20,000,000	20,000,000	1,148,359,358	(18,944,512)	(18,944,512)	1,482,579	2,205,191,807
Balance as at 1 January 2024 - as restated										
Loss for the year						(80,669,180)				(80,669,180)
Other comprehensive income for the year (loss)						1,067,690,178	(18,944,512)	(18,944,512)	1,482,579	2,124,522,627
Total comprehensive income for the year (loss)						(14,288,863)				(14,288,863)
Increase share capital						(2,064,378)	(1,772,051)	(1,772,051)	(74,999,249)	(78,835,678)
Transfer unappropriated retained earning to statutory reserve	10,000,000	5,981				(16,353,241)	(1,772,051)	(1,772,051)	(74,999,249)	(93,124,541)
Dividend paid										10,005,981
Balance as at 31 December 2024	380,000,000	647,300,363	38,000,000	20,000,000	20,000,000	984,836,937	(20,716,563)	(20,716,563)	(73,516,670)	1,975,904,067

The accompanying notes are an integral part of the financial statements.

The Navakij Insurance Public Company Limited

Statements of changes in equity (continued)

For the year ended 31 December 2024

Separate financial statements										(Unit: Baht)
	Note	Issued and paid-up share capital	Share premium	Retained earnings			Other components of equity - surplus (deficit) on changes in value of investments in securities			Total
				Appropriated		Unappropriated	in securities			
				Statutory reserve	General reserve					
Balance as at 1 January 2023 - as previously reported										
Cumulative effect of change in accounting policy	5	360,000,000	647,285,572	36,000,000	20,000,000	1,025,791,482	105,705,063			2,194,782,117
Balance as at 1 January 2023 - as restated										
Profit for the year (Restated)		360,000,000	647,285,572	36,000,000	20,000,000	957,870,520	105,705,063			2,126,861,155
Other comprehensive income for the year (loss)						142,772,241	-			142,772,241
Total comprehensive income for the year (loss)						(467,425)	(104,222,485)			(104,689,910)
Increase share capital	22	10,000,000	8,810			142,304,816	(104,222,485)			38,082,331
Transfer unappropriated retained earning										
to statutory reserve	23			1,000,000		(1,000,000)				
Dividend paid	32					(46,000,000)				(46,000,000)
Balance as at 31 December 2023		370,000,000	647,294,382	37,000,000	20,000,000	1,053,175,336	1,482,578			2,128,952,296
Balance as at 1 January 2024 - as previously reported										
Cumulative effect of change in accounting policy	5	370,000,000	647,294,382	37,000,000	20,000,000	1,133,844,516	1,482,578			2,209,621,476
Balance as at 1 January 2024 - as restated										
Loss for the year						(80,669,180)				(80,669,180)
Other comprehensive income for the year (loss)						1,053,175,336	1,482,578			2,128,952,296
Total comprehensive income for the year (loss)						(18,269,626)				(18,269,626)
Increase share capital	22	10,000,000	5,981			(2,064,378)	(74,999,249)			(77,063,627)
Transfer unappropriated retained earning										
to statutory reserve	23			1,000,000		(1,000,000)				
Dividend paid	32					(65,500,000)				(65,500,000)
Balance as at 31 December 2024		380,000,000	647,300,363	38,000,000	20,000,000	966,341,332	(73,516,671)			1,978,125,024

The accompanying notes are an integral part of the financial statements.

Notes to financial statements

For the year ended 31 December 2024

1. General information

The Navakij Insurance Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engaged in the non-life insurance and has 24 branches located in provinces. The registered office of the Company, which is the head office, is at 100/47-55, and 90/3-6, North Sathorn Road, Silom, Bangrak, Bangkok.

2. Basis for preparation of the financial statements

The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547, and in accordance with Thai accounting practices related to insurance and the guidelines prescribed by the Office of Insurance Commission (“OIC”), and in accordance with the format of financial statements specified in the Notification of the OIC regarding criteria, procedures, conditions and terms for preparation and submission of financial statements of non-life insurance companies B.E. 2566 dated 8 February 2023.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in accounting policies.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from Thai language financial statements.

2.1 Financial statements in which the equity method is applied

The Company prepares the financial statements, in which equity method is applied, by presented investment in associates under the equity method.

2.2 Separate financial statements

The separate financial statements have been prepared, which presented investments in associates under the cost method.

3 New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Company has adopted the revised financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Company's financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2025

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users.

The management of the Company believes that adoption of these amendments will not have any significant impact on the Company's financial statements, except for impact from adoption of financial reporting standard TFRS 17 Insurance Contracts, which will supersede TFRS 4 Insurance Contracts, TFRS 9 Financial Instruments (Revised 2023) and TFRS 7 Financial Instruments: Disclosures, which will supersede Thai Accounting Guidance related to financial instruments and disclosures applicable to insurance business (Thai Accounting Guidance). These will be adopted for the first time concurrently, and will come into effect for fiscal year beginning on or after 1 January 2025, with the following key changes summarised.

TFRS 17 Insurance Contracts

This financial reporting standard establishes principles for the recognition, measurement, presentation and disclosure of insurance contracts. An entity shall recognise a group of insurance contracts it issues from the earliest of the beginning of the coverage period of the group of contracts, the date when the first payment from a policyholder in the group becomes due. For a group of onerous contracts, these contracts will recognise when the group becomes onerous.

Upon initial recognition, this standard requires the adoption of the General Measurement Model, the Variable Fee Approach, or Premium Allocation Approach if contracts meet certain requirements under this standard. In measuring value by the General Measurement Model, an entity shall measure a group of insurance contracts at the total of the fulfilment cash flows and the contractual service margin. The fulfilment cash flows represent the estimates of future cash flows, which arise from substantive rights and obligations that exist during the reporting period, and a risk adjustment for non-financial risk. The contractual service margin represents the unearned profit that the entity will recognise as it provides insurance contract services in the future. In addition, this standard requires the entity to present and disclose more information related both qualitative and quantitative information.

However, the Company's management is in the process of assessment of the impact to financial statement for the year that such standards will be effective.

TFRS 9 Financial Instruments (Revised 2023) and TFRS 7 Financial Instruments: Disclosures

These financial reporting standards establish principles for the classification and measurement of financial instruments at either fair value or amortized cost, taking into account the type of financial instrument, the characteristics of the contractual cash flows, and the business model of the entity based on the facts and circumstances that exist at the date of initial application of the financial reporting standards. Financial assets are classified as measured at amortized cost, at fair value through profit or loss, and at fair value through other comprehensive income. The standards set out principles for calculating the impairment of financial instruments using the concept of expected credit losses, and principles for hedge accounting, including the presentation and disclosure of financial instruments. When these groups of financial reporting standards come into effect, they will replace the current accounting practices for financial instruments and disclosures for the insurance business, which are currently in force.

This accounting guidance has some differences from TFRS 9, with the significant differences being as described below.

- The classification of financial asset transactions is primarily classified as held for trading, available for sale, debt instruments held to maturity, and loans and receivables, with no requirement to take into account the assessment of the Company's business model and the characteristics of the contractual cash flow.
- The recognition of impairment losses and gains or losses on the derecognition of equity instruments classified as available for sale is recognised in the profit or loss section.

In adopting these financial reporting standards, the Company will recognise the cumulative effect of initially applying these standards by adjusting it against retained earnings or other components of equity as of 1 January 2025 and will not restate the prior year's financial statements presented herein for comparative purposes

Furthermore, the Company's management has assessed the impact of adopting these financial reporting standards in place of the current accounting practices and has disclosed the transactions affected by the change in accounting policies in Note 4 to the financial statements.

4 The impact of the change in accounting policies due to the adoption of new financial reporting standards

As mentioned in Note 3.2 to the financial statements. The Company will adopt Thai Financial Reporting Standard (TFRS) 9 (Revised 2023) Financial Instruments and TFRS 7 Financial Instruments: Disclosures, with reporting periods beginning on or after 1 January 2025, in place of the current accounting guidance. The Company will adjust the cumulative effect of the change against retained earnings or other components of equity as of 1 January 2025 and will not retrospectively adjust the comparative prior year's financial statements. The impact of adopting these financial reporting standards is as follows:

- Classification and measurement of the value of investments in equity instruments and unit trusts

The Company has investments in equity instruments listed on the stock exchange and in certain unit trusts, which, under the previous accounting policy, were classified as available-for-sale investments measured at fair value through other comprehensive income. The Company has reassessed these investments and determined they should be reclassified as equity instruments measured at fair value through profit or loss, and debt instruments measured at fair value through profit or loss, respectively. This reclassification of financial instruments takes into account the characteristics of contractual cash flows and the business model, based on actual facts and circumstances at the initial date of the first-time adoption of the financial reporting standard. As a result of the reclassification, the previously recorded fair value changes must be reversed from other comprehensive income to retained earnings.

- Impairment of investments in unit trusts

The Company has investments in unit trusts classified as equity instruments, which under the previous accounting policy were classified as available-for-sale investments measured at fair value through other comprehensive income, and impairment losses were recognised in profit or loss. Under TFRS 9, the Company has reclassified these as equity instruments measured at fair value through other comprehensive income. After initial recognition, gains or losses from changes in the fair value of these equity investments are presented as separate line items in other comprehensive income, with no requirement for impairment assessment. This results in the Company reclassifying previously recognized impairment losses from retained earnings to losses from changes in fair value of the investments, presented as separate line items in other comprehensive income.

The impacts on the classification and measurement of financial instruments as of 1 January 2025, as detailed above, are as follows:

			(Unit: Baht)	
Classification			31 December 2024	1 January 2025
Financial instruments	Previously reported	Restated	Previously reported	Restated
Financial assets				
Cash and cash equivalents	Amortised cost	Amortised cost	159,842,961	159,842,961
Accrued investment income	Amortised cost	Amortised cost	5,988,963	5,988,963
Loans and interest receivables	Amortised cost	Amortised cost	484,234	484,234
Financial assets - debt instruments				
- Unit trusts	Fair value through other comprehensive income	Fair value through profit or loss	35,500,000	35,500,000
- Private debt and Government and state enterprise securities	Fair value through other comprehensive income	Fair value through other comprehensive income	1,829,766,449	1,829,766,449
- Others Government and state enterprise securities	Amortised cost	Amortised cost	19,998,553	19,998,553
- Deposits and certificate of deposits at financial institutions which are matured over 3 months	Amortised cost	Amortised cost	500,247,893	500,247,893

			(Unit: Baht)	
	Classification		31 December 2024	1 January 2025
	Previously reported	Restated	Previously reported	Restated
Financial instruments				
Financial assets - equity instruments				
- Equity instruments and Unit trusts	Fair value through profit or loss	Fair value through profit or loss	377,574,956	377,574,956
- Equity instruments and Unit trusts	Fair value through other comprehensive income	Fair value through profit or loss	478,655,297	478,655,297
- Equity instruments	Fair value through other comprehensive income	Fair value through other comprehensive income	77,733,065	77,733,065
Derivatives assets	Fair value through other comprehensive income	Fair value through profit or loss	252,000	252,000

The impacts on retained earnings and other components of equity as of 1 January 2025, from the changes in accounting policy due to the adoption of these financial reporting standard is presented as follows:

				(Unit: Baht)
Financial statements in which the equity method is applied				
	31 December 2024	Impacts of TFRS9	1 January 2025	
<u>Statement of financial position</u>				
Assets				
Debt financial assets	-	2,385,512,894	2,385,512,894	
Equity financial assets	-	933,963,319	933,963,319	
Derivatives assets	-	252,000	252,000	
Investments in securities	3,319,728,213	(3,319,728,213)	-	
Equity				
Retained earnings - unappropriated	984,836,937	6,058,072	990,895,009	
Other components of equity	(94,233,233)	(6,058,072)	(100,291,305)	

(Unit: Baht)

Separate financial statements

	31 December 2024	Impacts of TFRS9	1 January 2025
<u>Statement of financial position</u>			
Assets			
Debt financial assets	-	2,385,512,894	2,385,512,894
Equity financial assets	-	933,963,319	933,963,319
Derivatives assets	-	252,000	252,000
Investments in securities	3,319,728,213	(3,319,728,213)	-
Equity			
Retained earnings - unappropriated	966,341,332	6,058,072	972,399,404
Other components of equity	(73,516,671)	(6,058,072)	(79,574,743)

Details of the impact on retained earnings and other components of equity as of 1 January 2025 is presented as follows:

(Unit: Baht)

Financial statements in which
the equity method is applied and
Separate financial statements

Retained earnings - Unappropriated

The reclassification from of available-for-sale investments measured at FVOCI to financial assets measured at fair value through profit a loss	(7,346,311)
Reversal of impairment loss on investment units previously classified as available-for-sale investments measured at fair value through other comprehensive income	14,918,901
Income tax effect	(1,514,518)
Total	6,058,072

Other components of equity

The reclassification from of available-for-sale investments measured at FVOCI to financial assets measured at fair value through profit a loss	7,346,311
Reversal of impairment loss on investment units previously classified as available-for-sale investments measured at fair value through other comprehensive income	(14,918,901)
Income tax effect	1,514,518
Total	(6,058,072)

5. Changes in accounting policies

Since 1 January 2024, the Company has changed its accounting policy regarding the recognition of claims received from litigants. Previously, claims received were recognized when the right to claim was established. The changed accounting policy dictates that they are recognised upon receipt of payment. The change allows the Company's financial statements to represent the economic substance of the transactions more appropriately without diminishing their reliability.

As a result of this change, the Company restated the statements of financial position as of 31 December 2023 and 1 January 2023, and the related statements of income and comprehensive income for year ended 31 December 2023, presented herein for comparative purposes.

The adjustments impact on the 2024 brought forward balances presented in the comparative financial statements as at 31 December 2023 are as follows.

	(Unit: Baht)		
	Financial statements in which the equity method is applied		
	31 December 2023		
	As previously reported	Adjustments	Restated
Statement of financial position			
Asset			
Reinsurance assets	580,254,609	2,835,115	583,089,724
Deferred tax assets	270,678,136	20,167,294	290,845,430
Other assets			
Claims receivable from litigants - net	127,183,251	(127,183,251)	-
Others	77,972,520	391,230	78,363,750
Liabilities			
Insurance contract liabilities	3,138,757,064	(23,120,432)	3,115,636,632
Owners' equity			
Unappropriated retained earning	1,148,359,358	(80,669,180)	1,067,690,178

(Unit: Baht)

	Separate financial statements		
	31 December 2023		
	As previously		
	reported	Adjustments	Restated
Statement of financial position			
Asset			
Reinsurance assets	580,254,609	2,835,115	583,089,724
Deferred tax assets	269,570,720	20,167,294	289,738,014
Other assets			
Claims receivable from litigants - net	127,183,251	(127,183,251)	-
Others	77,972,520	391,230	78,363,750
Liabilities			
Insurance contract liabilities	3,138,757,064	(23,120,432)	3,115,636,632
Owners' equity			
Unappropriated retained earning	1,133,844,516	(80,669,180)	1,053,175,336

The adjustments impact to the 2023 brought forward balances presented in the comparative financial statements as of 1 January 2023 are as follows.

(Unit: Baht)

	Financial statements in which the equity method is applied		
	1 January 2023		
	As previously		
	reported	Adjustments	Restated
Statement of financial position			
Asset			
Reinsurance assets	663,462,167	2,485,562	665,947,729
Deferred tax assets	242,352,174	16,980,241	259,332,415
Other assets			
Claims receivable from litigants - net	107,569,537	(107,569,537)	-
Others	109,448,535	(2,533,138)	106,915,397
Liabilities			
Insurance contract liabilities	3,058,558,266	(22,715,910)	3,035,842,356
Owners' equity			
Unappropriated retained earning	1,075,801,410	(67,920,962)	1,007,880,448

(Unit: Baht)

	Separate financial statements		
	1 January 2023		
	As previously reported	Adjustments	Restated
Statement of financial position			
Asset			
Reinsurance assets	663,462,167	2,485,562	665,947,729
Deferred tax assets	239,914,380	16,980,241	256,894,621
Other assets			
Claims receivable from litigants - net	107,569,537	(107,569,537)	-
Others	109,448,535	(2,533,138)	106,915,397
Liabilities			
Insurance contract liabilities	3,058,558,266	(22,715,910)	3,035,842,356
Owners' equity			
Unappropriated retained earning	1,025,791,482	(67,920,962)	957,870,520

The adjustments impact to the comparative information presented in the statement of income for the year ended 31 December 2023 are as follows.

(Unit: Baht)

	Financial statements in which the equity method is applied		
	For the year ended 31 December 2023		
	As previously reported	Adjustments	Restated
Profit or loss			
Expenses			
Gross claim and loss adjustment expenses	2,141,032,749	35,159,912	2,176,192,661
Claim recovery from reinsurers	(289,249,563)	(349,552)	(289,599,115)
Expected credit loss	18,951,904	(18,875,088)	76,816
Income tax expense	22,273,925	(3,187,054)	19,086,871

(Unit: Baht)

	Separate financial statements		
	For the year ended 31 December 2023		
	As previously reported	Adjustments	Restated
Profit or loss			
Expenses			
Gross claim and loss adjustment expenses	2,141,032,749	35,159,912	2,176,192,661
Claim recovery from reinsurers	(289,249,563)	(349,552)	(289,599,115)
Expected credit loss	18,951,904	(18,875,088)	76,816
Income tax expense	31,147,696	(3,187,054)	27,960,642

6. Accounting policies

6.1 Product classification

The Company classified insurance and reinsurance contracts based on the nature of the insurance contract. Insurance contracts are those contracts where the insurer has accepted significant insurance risk from another party (the policyholder) by agreeing to compensate the policyholder if a specified uncertain future event (the insured event) adversely affects the policyholder. To determine whether a significant insurance risk has been accepted, the insurer compares the benefits payable after an insured event with the benefits payable if the insured event did not occur. If the criteria are not met, the Company classifies the insurance contract as an investment contract. Investment contracts have the legal form of insurance contracts and transfer financial risk to the insurer, but not significant insurance risk. Financial risks are specified as interest rate risk, exchange rate risk, or price risk.

The Company classifies contracts based on assessment of the significance of the insurance risk at inception of contract, on a contract by - contract basis. Once a contract has been classified as an insurance contract, it remains an insurance contract for the remainder of its lifetime. A contract classified as an investment contract at inception can be reclassified as an insurance contract after inception if the insurance risk becomes significant.

The Company classifies all insurance contracts as short-term insurance contracts, which means insurance contracts that have coverage periods of up to 1 year and no automatic renewal clause, as well as insurance contracts that have coverage periods of more than 1 year and the Company can terminate, increase or decrease insurance premiums or change any benefits of the insurance contracts throughout the coverage period.

6.2 Revenue recognition

(a) Gross premium written

Gross premium written consists of direct premium and reinsurance premium less premium of canceled policies and premiums refunded to policyholders.

Direct premium is recognised as income on the date the insurance policy comes into effect at the amount specify in the policies.

Reinsurance premium is recognised as income on the date the insurance policy comes into effect, or when the reinsurer places the statement of accounts with the Company.

(b) Fee and commission income

Fee and commission income from ceded premium are recognised as income when incurred.

- (c) Interest income and dividends received from investments

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Dividends received

Dividends are recognised as revenue when the right to receive the dividends is established.

- (d) Profit (loss) on investments

Profit (loss) on investments consist of profit (loss) on disposal of investments and impairments of investments and present net of related expenses. Profit (loss) on investments are recognised as revenues or expenses on the transaction date.

- (e) Fair value gain (loss)

Fair value gain (loss) consist of gain (loss) from the change in fair value of financial instrument. The Company recognises in profit or loss on the fair value measurement date.

6.3 Expenses recognition

- (a) Premiums ceded to reinsurer

Premiums ceded to reinsurer is recognised as expenses when the insurance risk is transferred to another reinsurer at amount per policy.

- (b) Claim and loss adjustment expense

Claim and loss adjustment expense consist of claim and loss adjustment expenses of direct insurance and reinsurance of both reported and not reported, and include the amounts of claim, related expenses, and claim adjustments of current and prior period incurred during the year, less residual value and other recoveries (if any), and claim recovery from reinsurers.

Claims recovery from reinsurer is recognised when claim and loss adjustment expenses are recorded as the condition in the relevant reinsurance contract.

Claim and loss adjustment expenses of direct insurance are recognised upon the receipt of the claim advice from the insured, based on the claim notified by the insured and estimates made by the Company's management. The maximum value of claim estimated is not however, to exceed the sum-insured under the relevant policy.

Claim and loss adjustment expenses of reinsurance are recognised when the reinsurer places the loss advice with the Company.

(c) Commission and brokerage expenses

Commission and brokerage expenses are expended when incurred.

(d) Other underwriting expenses

Other underwriting expenses are other insurance expenses for both direct and indirect expenses, including contributions, which are recognised as expenses on accrual basis.

(e) Operating expenses

Operating expenses are operating expenses, not related to underwriting and claim, which are recognised as expenses on accrual basis.

(f) Finance cost

Interest expense from financial liabilities presented at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

6.4 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

6.5 Premium receivables and allowance for doubtful accounts

Premium receivables from direct insurance are stated at net realisable value. The Company set up an allowance for doubtful accounts based on the estimated loss that may incur in collection of the premium receivables, on the basis of collection experiences, analysis of debtor aging and a review of current status of the premium due as at the end of reporting period.

Increase (decrease) in allowance for doubtful accounts is recorded as expenses during the year.

6.6 Reinsurance assets

Reinsurance assets consist of insurance reserve refundable from reinsurers which is estimated based on the related reinsurance contract of loss reserves and outstanding claim in accordance with the law regarding insurance reserve calculation, and unearned premium reserves.

The Company set up an allowance for doubtful accounts of reinsurance assets when had indicator for impairment, based on loss that may be incurred due to uncollectible, taking into account collection experience, aged of balance, and the status of receivables from reinsurers as at the end of the reporting periods.

Increase (decrease) in allowance for doubtful accounts is recorded as expenses during the year.

6.7 Reinsurance receivables and due to reinsurers

- (a) Reinsurance receivables are stated at the outstanding balance of amount due from reinsurers and amounts deposit on reinsurance.

Amounts due from reinsurers consist of inward premium receivable, accrued fee and commission income, claim and various other items receivable from reinsurers, less allowance for doubtful accounts. The Company set up an allowance for doubtful accounts for loss that may be incurred due to inability to make collection, taking into account collection experience and the status of receivables from reinsurers as at the end of the reporting period.

- (b) Due to reinsurers are stated at the outstanding balance of amount due to reinsurers and amounts withheld on reinsurance.

Amounts due to reinsurers consist of reinsurance premiums, and other items payable to reinsurers, excluding loss reserve from reinsurance.

The Company presents net of reinsurance to the same entity (reinsurance receivables or amounts due to reinsurers) when the following criteria for offsetting are met.

- (1) The Company has a legal right to offset amounts presented in the statements of financial position, and
- (2) The Company intends to receive or pay the net amount recognised in the statements of financial position, or to realise the asset at the same time as it pays the liability.

6.8 Financial instruments

- (a) Investments in securities

Trading investments are stated at fair value. Change in the fair value of these investments are recorded in profit or loss. Investments are classified as trading investments if the Company intends to sell them in the near future.

Available-for-sale investments are stated at fair value. Change in the fair value of these investments are recorded in other comprehensive income.

Investments in debt instruments, both due within one year and expected to be held to maturity, are recorded at amortised cost. The premium/discount on debt instruments is amortised by the effective rate method with the amortised/accreted amount presented as an adjustment to the interest income.

Investments in non-marketable equity instruments (non-listed company) are stated at fair value and classified as available-for-sale investments. Change in the fair value of these investments are recorded in other comprehensive income.

The fair value of marketable securities is based on the latest bid price of the last working day of the period. The fair value of debt instruments is determined based on yield rate quoted by the Thai Bond Market Association. The fair value of unit trust is determined from its net asset value. The fair value of non-marketable equity instruments is determined using generally accepted pricing model or approximated to their net book value if the fair value cannot be reliably estimated.

The weighted average method is used for computation of the cost of investments.

On disposal of an investment, the difference between net disposal proceeds and the carrying amount of the investment is recognised in the statements of income.

In the event the Company reclassifies investments from one type to another, such investments will be readjusted to their fair value as at the reclassification date. The difference between the carrying amount of the investments and the fair value on the date of reclassification are recorded in statements of income or recorded as revaluation surplus or deficit in other components of equity, depending on the type of investment that is reclassified.

At end of reporting period, available-for-sale investments and investments in held-to-maturity of debt instruments are stated net of an allowance for impairment or an allowance for expected credit loss (if any).

(b) Loans and interest receivables

Loans and interest receivables are stated at amortised cost and net of allowance for expected credit loss (if any).

(c) Classification and measurement of financial liabilities

At initial recognition the Company's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in statement of income when the liabilities are derecognised as well as through the EIR amortisation process.

(d) Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Company has transferred substantially all the risks and rewards of the asset, or the Company has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

(e) Impairment of financial assets

The Company recognises expected credit loss on its financial assets measured at amortised cost and financial assets that are debt instruments which are classified as available-for-sale investments using general approach. The Company recognises an allowance for expected credit loss at the amount equal to the lifetime expected credit loss when there has been a significant increase in credit risk since initial recognition but that are not credit-impaired or that are impaired. However, if there has not been a significant increase in credit risk since initial recognition, the Company recognised allowance for expected credit loss at the amount equal to the expected credit loss in the next 12 months.

At every reporting date, the Company assesses whether there has been a significant increase in the credit risk of financial assets since initial recognition by considering internal and external credit ratings of the counterparties and overdue status such as over 30 days past due, and if the debtor is more than 90 days past due it is assessed to be credit-impaired.

Expected credit loss is calculated using probability of default (PD), loss given default (LGD) and exposure at default (EAD). The Company assessed PD and LGD by considering the historical loss experience adjusted with current observable data and reasonable and supportable forward-looking information. The Company determines EAD using gross carrying value at the reporting date.

Loss on impairment of financial assets that are equity instruments and unit trusts which are classified as available-for-sale investments is recognised immediately in profit or loss when there is objective evidence of impairment, determined on the basis of evidence that indicates the cost of investments may not be recovered and there is a significant or prolonged decline in fair value of investments to below its costs.

For other financial assets or contract assets that do not contain a significant financing component, the Company applies a simplified approach to determine the lifetime expected credit loss. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

Increase (decrease) in allowance for expected credit loss and allowance for impairment is recognised as expenses during the year in statement of income. The Company has a policy to write off any financial assets when it is believed that they will not be collected from the debtor.

6.9 Investments in associates

Investments in associates, as presented in the financial statements in which the equity method is applied, are measured at value using equity method.

Investments in associates, as presented in the separate financial statements, are stated at cost net of allowance for impairment (if any). Loss on impairment is recorded as expenses in the statement of income.

6.10 Property, buildings and equipment /Depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of buildings and equipment is calculated by reference to their costs on a straight-line basis over the following estimated useful lives.

Buildings	- 20, 40	years
Condominium units	- 20, 40	years
Buildings improvement	- 5, 10, 20	years
Office furniture, fixture and equipment	- 5	years
Motor vehicles	- 5	years

Depreciation is included in determining income.

No depreciation is provided on land and assets under installation.

An item of land, buildings and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset (the difference between the net compensation from disposal of an assets and the carrying amounts) is included in statement of income when the asset is derecognised.

6.11 Intangible assets and amortisation

Intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment loss (if any).

Intangible assets with finite life is amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible asset are reviewed at least at each financial year end. The amortisation expense is charged to statement of income.

The useful life of intangible assets with finite useful life which is computer software is 2, 5 and 10 years.

No amortisation is provided on computer software under development.

6.12 Leases

At inception of contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Company recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment loss, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Lease buildings	- 3 - 6	years
Office equipment	- 4	years
Motor vehicles	- 3 - 5	years
Computer	- 5	years
Computer software	- 10	years

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments and amounts expected to be payable under residual value guarantees.

The Company discounted the present value of the lease payments by the Company's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

6.13 Impairment of non-financial assets

At the end of each reporting period, the Company performs impairment reviews in respect of the investments in associates, property, building and equipment, right-of-use asset or other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Company could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in statement of income.

6.14 Insurance contract liabilities

Insurance contract liabilities consist of claim reserve and outstanding claims and premium reserves.

(a) Claim reserve and outstanding claims

Outstanding claims are recorded at the amount to be actually paid. Loss reserves are provided upon receipt of claim advices from the insured based on the claims notified by the insured and estimates made by the Company's management. The maximum value of claims estimate is however, not to exceed the sum-insured under the relevant policy.

Outstanding claim provision are calculated using an actuarial method based on a best estimate of claims which are expected to be paid in respect of loss occurring before or as at the end of the reporting periods for both reported and not reported loss including loss adjustment expense, after deducting salvage values and other recoverable values. The different of the calculated outstanding claim provision which are higher than the loss reserve that recognised into financial statement, are recognised as reserves for claims incurred but not yet reported (IBNR).

(b) Premium reserves

Premium reserves consist of unearned premium reserve and unexpired risk reserve.

(a) Unearned premium reserve

Unearned premium reserve is calculated based on direct premium before deducting premium ceded as follows:

Transportation (cargo), travelling accident with coverage periods of not over six-months	- 100% of premium as from the date policy is effective, throughout the period of insurance coverage
Others	- Daily average basis by the period of coverage under policy

Outward unearned premium reserve is calculated based on reinsurance premium ceded, as the same method as direct insurance, and recognised for the policy that transfer insurance risk to reinsurer.

The increase or decrease in unearned premium reserves from prior year is to be recognised in statement of income

(b) Unexpired risk reserve

Unexpired risk reserve is the reserve for the claims and related expenses that may be incurred in respect of in-force policies. Unexpired risk reserve is set aside using an actuarial method, at the best estimate of the claims that are expected to be incurred during the remaining period of coverage, based on historical claims data.

As at the end of reporting period, the Company compares the amounts of unexpired risk reserve with unearned premium reserve, and if unexpired risk reserve is higher than unearned premium reserve, the difference is recognised and the unexpired risk reserve is therefore presented in the financial statements.

6.15 Employee benefits

(a) **Short-term employee benefits**

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

(b) **Post-employment benefits**

Defined contribution plans

The Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company's contributions are recognised as expenses when incurred.

Defined benefit plans

The Company has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Company treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by an independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gain and loss arising from defined benefit plans are recognised immediately in other comprehensive income.

6.16 Provisions

Provisions are recognised when the Company has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

6.17 Foreign currencies

The financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rates ruling at the date of transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rates ruling at the end of reporting period.

Gain and loss on exchange are included in determining income.

6.18 Income tax

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

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Company recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At the end of each reporting period, the Company reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Company records deferred tax directly to equity if the tax relates to items that are recorded directly to equity.

6.19 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associated companies, individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

6.20 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Company applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Company measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

- Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities
- Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly
- Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Company determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

7. Significant accounting judgements and estimates

The preparation of financial statements in conformity with Thai Financial Reporting Standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures and actual results could differ from these estimates. Significant judgements and estimates are as follows:

7.1 Allowance for doubtful accounts on premium receivables and amounts due from reinsurers

In determining an allowance for doubtful accounts on premium receivables and amounts due from reinsurers, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the prevailing economic condition.

7.2 Allowance for impairment on equity instruments and unit trusts classified as available-for-sale investments and measured at FVOCI

The Company treats equity instruments and unit trusts classified as available-for-sale investments and measured at FVOCI as impaired when there has been a significant or prolonged decline in the fair value or where other objective evidence of impairment exists. The determination of what is “significant” or “prolonged” requires judgment of the management.

7.3 Allowances for expected credit loss of financial assets

The management is required to use judgement in estimating allowance for expected credit loss of financial assets. The Company’s calculation of allowance for expected credit loss depends on the criteria used for assessment of a significant increase in credit risk, the debtors status analysis and the probability of debt collection. This estimation has various relevant factors; therefore, the actual results may differ from estimates.

7.4 Land, buildings and equipment/ Depreciation

In determining depreciation of buildings and equipment, the management is required to make estimates of the useful lives and residual values of the Company’s buildings and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review land, buildings and equipment for impairment on a periodical basis and record impairment loss when it is determined that their recoverable amount is lower than the carrying amount. This requires judgement regarding forecast of future revenues and expenses relating to the assets subject to the review.

7.5 Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profit.

7.6 Loss reserves and outstanding claims

At the end of each reporting period, the Company has to estimate loss reserves and outstanding claims taking into account two factors. These are claims incurred and reported, and the claims incurred but not yet reported (IBNR). The ultimate loss of outstanding claims is established using a range of standard actuarial claims projection techniques. The main assumptions underlying these techniques relate to various factors. To perform the calculation, it is necessary to perform analysis based on the type of insurance and to use the services of an actuary expertise, experience, and an understanding of the insurance business and the Company’s products. Nevertheless, such estimates are forecasts of future outcomes, and actual results could differ.

7.7 Unexpired risk reserve

Unexpired risk reserve is calculated using an actuarial method, based on a best estimate of the claims and related expenses expected to incur over the remaining term of the insurance. Estimating the reserve requires the management to exercise judgement, with reference to historical data and the best estimates available at the time.

7.8 Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

7.9 Determining the lease term and estimating the incremental borrowing rate of leases

In determining the lease term, the management is required to exercise judgement in assessing whether the Company is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Company to exercise either the extension or termination option.

The Company cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

7.10 Allowance for impairment of non-financial assets

In determining allowance for impairment of a non-financial assets, the management is required to exercise judgements regarding determination of the recoverable amount of the asset, both fair value less costs of disposal calculation and value in use calculation. The calculation is based on a discounted cash flow model which requires various assumptions such as the discount rate used for the model, the expected future cash-inflows and the growth rate used for extrapolation purposes. Change in assumptions could affect the value in use calculation.

7.11 Litigation

The Company has contingent liabilities as a result of litigation. The Company's management has used judgement to assess of the results of the litigation and believes that loss incurred will not exceed the recorded amounts as at the end of reporting period.

7.12 Recognition and derecognition of assets and liabilities

In considering whether to recognise or to derecognise assets or liabilities, the management is required to make judgement on whether significant risk and rewards of those assets or liabilities have been transferred, based on their best knowledge of the current events and arrangements.

7.13 Fair value of financial instruments

In determining the fair value of financial instruments that are not actively traded and for which quoted market prices are not readily available, the management exercise judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value and disclosures of fair value hierarchy.

8. Cash and cash equivalents

	(Unit: Baht)	
	2024	2023
Cash on hand	265,000	255,000
Deposits at banks with no fixed maturity date	159,596,000	187,735,263
Total cash and cash equivalents	159,861,000	187,990,263
Less: Allowance for expected credit loss	(18,039)	(25,492)
Total cash and cash equivalents, net	159,842,961	187,964,771

As at 31 December 2024, current deposits, saving deposits and fixed deposits carried interest between 0.13 and 0.55 percent per annum (2023: between 0.15 and 0.55 percent per annum).

9. Premium receivables

As at 31 December 2024 and 2023, the balances of premium receivables from direct insurance are classified by aging from the maturity date under the stipulated law of the premium collection as follows:

	(Unit: Baht)	
	2024	2023
Not yet due	437,232,986	480,713,294
Not over 30 days	58,949,937	68,106,938
Over 31 days to 60 days	19,559,696	33,183,987
Over 61 days to 90 days	25,105,220	10,738,638
Over 91 days to 1 year	10,396,953	16,131,614
Over 1 year	154,502	914,835
Total premium receivables	551,399,294	609,789,306
Less: Allowance for doubtful accounts	-	(923,954)
Total premium receivables, net	551,399,294	608,865,352

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 the legal process with such agents and brokers.

10. Reinsurance assets

	(Unit: Baht)	
	2024	2023
		(Restated)
Insurance reserve refundable from reinsurers		
Claims reserve	192,025,052	169,666,877
Unearned premium reserve	452,498,006	413,422,847
Reinsurance assets	<u>644,523,058</u>	<u>583,089,724</u>

11. Reinsurance receivables

	(Unit: Baht)	
	2024	2023
Amounts deposit on reinsurance	186,869	78,124
Amounts due from reinsurers	198,005,746	234,908,672
Total	<u>198,192,615</u>	<u>234,986,796</u>

As at 31 December 2024 and 2023, the balances of amounts due from reinsurers are classified by aging as follows:

	(Unit: Baht)	
	2024	2023
Not yet due	179,260,159	163,466,161
Not over 1 year	17,778,867	70,800,081
Over 1 year to 2 years	464,116	453,615
Over 2 years	502,604	188,815
Total amounts due from reinsurers	<u>198,005,746</u>	<u>234,908,672</u>

12. Investments in securities

12.1 Classified by type of investments

	(Unit: Baht)			
	2024		2023	
	Cost/ Amortised cost	Fair value	Cost/ Amortised cost	Fair value
Trading investments which are measured at FVPL				
Equity instruments	319,172,808	319,586,636	323,222,808	337,440,697
Unit trusts	134,380,461	57,988,320	154,305,355	72,799,280
Total	453,553,269	377,574,956	477,528,163	410,239,977
Less: Unrealised loss	(75,978,313)		(67,288,186)	
Total	377,574,956		410,239,977	
Available-for-sale investments which are measured at FVOCI				
Government and state enterprise securities	1,089,518,865	1,090,453,004	1,149,670,627	1,148,622,357
Private debt securities	735,340,754	739,313,445	867,453,400	864,454,975
Equity instruments	414,072,536	283,505,328	416,750,485	334,914,986
Non-listed equity instruments	30,834,240	110,252,239	30,834,240	184,077,846
Foreign equity instruments	37,200,000	45,553,564	37,200,000	41,500,328
Unit trusts	222,669,322	152,829,231	189,840,900	115,458,103
Total	2,529,635,717	2,421,906,811	2,691,749,652	2,689,028,595
Add (less): Unrealised gain (loss)	(91,895,838)		1,853,223	
Less: Allowance for expected credit loss	(914,167)		(669,780)	
Less: Allowance for impairment	(14,918,901)		(3,904,500)	
Total	2,421,906,811		2,689,028,595	
Held-to-maturity investments which are measured at amortised cost				
Government and state enterprise securities	20,000,000		20,000,000	
Deposits and certificate of deposits at financial institutions which are matured over 3 months	500,337,208		530,936,557	
Total	520,337,208		550,936,557	
Less: Allowance for expected credit loss	(90,762)		(78,926)	
Total	520,246,446		550,857,631	
Total investments in securities	3,319,728,213		3,650,126,203	

12.2 Classified by stage of credit risk

(Unit: Baht)

	2024		2023	
	Fair value	Allowance for expected credit losses	Fair value	Allowance for expected credit losses
Available-for-sale investments measured at FVOCI				
Debt instruments without a significant increase in credit risk (Stage 1)				
Government and state enterprise securities	1,090,453,004	(2,889)	1,148,622,357	(2,930)
Private debt securities	719,837,275	(455,244)	864,454,975	(666,850)
Debt instruments with a significant increase in credit risk (Stage 2)				
Private debt securities	19,476,170	(456,034)	-	-
	<u>1,829,766,449</u>	<u>(914,167)</u>	<u>2,013,077,332</u>	<u>(669,780)</u>

(Unit: Baht)

	2024			2023		
	Gross carrying value	Allowance for expected credit losses	Net carrying value	Gross carrying value	Allowance for expected credit losses	Net carrying value
Held-to-maturity investments measured at amortised cost						
Debt instruments without a significant increase of credit risk (Stage 1)						
Government and state enterprise securities	20,000,000	(1,447)	19,998,553	20,000,000	(1,485)	19,998,515
Deposits and certificate of deposits at financial institutions which are matured over 3 months	<u>500,337,208</u>	<u>(89,315)</u>	<u>500,247,893</u>	<u>530,936,557</u>	<u>(77,441)</u>	<u>530,859,116</u>
	<u>520,337,208</u>	<u>(90,762)</u>	<u>520,246,446</u>	<u>550,936,557</u>	<u>(78,926)</u>	<u>550,857,631</u>

12.3 Classified by remaining period of debt instruments

As at 31 December 2024 and 2023, investments in debt instruments measured at FVOCI and amortised cost has period to maturity counting from the year end date as follows:

(Unit: Baht)

	2024					2023				
	Period to maturity		5 years	Unspecified	Total	Period to maturity		5 years	Unspecified	Total
	1 year	1 - 5 years				1 year	1 - 5 years			
Available-for-sale investments measured at FVOCI										
Government and state enterprise securities	1,073,114,619	16,404,246	-	-	1,089,518,865	1,093,169,628	56,500,999	-	-	1,149,670,627
Private debt securities	224,992,405	510,348,349	-	-	735,340,754	377,056,147	460,397,253	30,000,000	-	867,453,400
Unit trusts	-	-	-	35,500,000	35,500,000	-	-	-	-	-
Total	1,298,107,024	526,752,595	-	35,500,000	1,860,359,619	1,470,225,775	516,898,252	30,000,000	-	2,017,124,027
Add (less): Unrealised gain (loss)	1,465,912	4,355,085	-	-	5,820,997	(1,667,446)	(1,646,716)	(62,753)	-	(3,376,915)
Less: Allowance for expected credit loss	(599,629)	(314,538)	-	-	(914,167)	(334,585)	(245,935)	(89,260)	-	(669,780)
Total	1,298,973,307	530,793,142	-	35,500,000	1,865,266,449	1,468,223,744	515,005,601	29,847,987	-	2,013,077,332
Held-to-maturity investments measured at amortised cost										
Government and state enterprise securities	10,000,000	10,000,000	-	-	20,000,000	10,000,000	10,000,000	-	-	20,000,000
Deposits and certificate of deposits at financial institutions which are matured over 3 months	500,337,208	-	-	-	500,337,208	530,936,557	-	-	-	530,936,557
Total	510,337,208	10,000,000	-	-	520,337,208	540,936,557	10,000,000	-	-	550,936,557
Less: Allowance for expected credit loss	(90,041)	(721)	-	-	(90,762)	(78,181)	(745)	-	-	(78,926)
Total	510,247,167	9,999,279	-	-	520,246,446	540,858,376	9,999,255	-	-	550,857,631

12.4 Fair value of investments in debt instruments

In classification and measurement of financial assets under the Thai Accounting Guidance related to financial instruments and disclosures applicable to insurance business, the Company are not required to take into consideration its business model and the characteristics of the contractual cash flows, however, if the financial assets has been classified and measured in accordance with TFRS 9, the effects would have been as follows:

(Unit: Baht)

		2024	
		The contractual terms of financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the outstanding principal	The contractual terms of financial assets give rise on specified dates to cash flows that are not solely payments of principal and interest on the outstanding principal
		Changes in fair value during year	Changes in fair value during year
		Fair value	Fair value
Available-for-sale investments measured at FVOCI			
Government and state enterprise securities			
	1,090,453,004	1,982,409	-
Private debt securities			
	739,313,445	6,971,116	-
Unit trusts			
	-	-	35,500,000
Held-to-maturity investments measured at amortised cost			
Government and state enterprise securities			
	20,104,271	125,186	-
Deposits and certificate of deposits at financial institutions which are matured over 3 months			
	500,247,893	-	-
Total	2,350,118,613	9,078,711	35,500,000

(Unit: Baht)

		2023	
		The contractual terms of financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the outstanding principal	The contractual terms of financial assets give rise on specified dates to cash flows that are not solely payments of principal and interest on the outstanding principal
		Changes in fair value during	Changes in fair value during
		Fair value	Fair value
		year	year
Available-for-sale investments			
measured at FVOCI			
Government and state enterprise securities			
	1,148,622,357	(801,560)	-
Private debt securities			
	864,454,975	1,124,805	-
Held-to-maturity investments			
measured at amortised cost			
Government and state enterprise securities			
	19,979,085	(337,308)	-
Deposits and certificate of deposits at financial institutions which are matured over 3 months			
	530,859,116	-	-
Total	2,563,915,533	(14,063)	-

12.5 Investments subject to restriction

As at 31 December 2024 and 2023, the Company had pledged certain assets as securities and insurance reserves with the Registrar of the Office of Insurance Commission in accordance with the Non-life Insurance Act and pledged for non-life insurance project as required in the normal course of business of the Company as described below.

	(Unit: Baht)			
	2024		2023	
	Cost	Fair value	Cost	Fair value
Assets pledged				
Government bonds	15,000,000	15,453,062	15,000,000	15,302,416
Assets reserve as non-life insurance reserve				
Government and state enterprise securities	366,000,000	364,877,566	365,000,000	361,984,278
Non-life insurance project				
Government and state enterprise securities	10,000,000	10,000,000	10,000,000	10,000,000

13. Loans and interest receivables

As at 31 December 2024 and 2023, the balances of loans and interest receivables, classified by stage of credit risk, were as follows:

Classification	(Unit: Baht)		
	2024		
	Mortgaged loans	Others	Total
Stage 1 - Loans with no a significant increase in credit risk	-	484,234	484,234
Loans and interest receivables - net	-	484,234	484,234
(Unit: Baht)			
Classification	2023		
	Mortgaged loans	Others	Total
Stage 1 - Loans with no a significant increase in credit risk	33,927	457,565	491,492
Loans and interest receivables - net	33,927	457,565	491,492

These are loans provided to employees in accordance with the employee welfare scheme, with a credit facility not to exceed 5 times employee's base salary with a limit of Baht 50,000 for loans secured by personal guarantees, and a credit facility not to exceed 80% of the appraised value of collateral for secured loans. Interest on these loans is charged at rates of 7.0% and 6.5% per annum, respectively.

14. Investments in associates

14.1 Details of associates

As at 31 December 2024 and 2023, the Company has investments in associates, which are incorporated in Laos, as detailed below:

(Unit: Baht)

Company's name	Nature of business	Country of incorporation	Shareholding percentage		Financial statements in which the equity method is applied		Separate financial statements	
					Book value		Cost/Book value	
			2024	2023	2024	2023	2024	2023
			(%)	(%)				
TKI General Insurance Company Limited	Non-life insurance	Lao	32.50	32.50	7,080,034	8,814,719	21,628,040	21,628,040
TKI Investment Company Limited ⁽¹⁾	Investment holding	Lao	32.50	32.50	5,318,090	8,223,078	21,628,039	21,628,039
Total					12,398,124	17,037,797	43,256,079	43,256,079
Less: Allowance for impairment					-	-	(28,081,759)	(20,681,197)
Investments in associates - net					12,398,124	17,037,797	15,174,320	22,574,882

14.2 Financial information of associates

Summarised information about financial position

(Unit: Baht)

	2024		2023	
	TKI General Insurance Company Limited	TKI Investment Company Limited ⁽¹⁾	TKI General Insurance Company Limited	TKI Investment Company Limited ⁽¹⁾
Total assets	34,858,424	16,698,971	39,096,916	32,039,257
Total liabilities	(13,073,702)	(335,615)	(11,974,701)	(6,737,476)
Net assets	21,784,722	16,363,356	27,122,215	25,301,781
Shareholding percentage (%)	32.50	32.50	32.50	32.50
Book value of the associates based on equity method	7,080,034	5,318,090	8,814,719	8,223,078

⁽¹⁾ TKI Life Insurance Company Limited formally submitted an application to revoke its license to conduct life insurance operations on 2 September 2024 and registered the change of its name to TKI Investment Company Limited on 25 November 2024.

Summarised information of comprehensive income

(Unit: Baht)

	For the years ended 31 December			
	2024		2023	
	TKI General Insurance Company Limited	TKI Investment Company Limited ⁽¹⁾	TKI General Insurance Company Limited	TKI Investment Company Limited ⁽¹⁾
Revenues	10,312,336	3,668,756	13,529,976	9,661,605
Profit (loss) for the year	(2,792,075)	(4,668,258)	(436,938)	722,003
Other comprehensive loss				
- exchange differences on translation of financial statements in foreign currency	(2,545,419)	(4,270,166)	(6,377,804)	(6,557,118)
Total comprehensive loss	(5,337,494)	(8,938,424)	(6,814,742)	(5,835,115)

The financial information of associated companies as the above tables were prepared by the management of such company.

14.3 Shares of gain and other comprehensive loss from investments in associated companies and dividend received

During the years ended 31 December 2024 and 2023, the Company recognised its share of gain and other comprehensive loss from investments in associated companies in the financial statements, in which the equity method is applied, and recognised dividend income in the separate financial statements as follows:

	Financial statements in which the equity method is applied				Separate financial statements	
	Share of gain (loss) in statement of income		Loss from exchange differences on translation from statement of other comprehensive income		Dividend received	
	2024	2023	2024	2023	2024	2023
TKI General Insurance Company Limited	(907,424)	(142,005)	(827,261)	(2,072,786)	-	-
TKI Investment Company Limited ⁽¹⁾	(1,517,183)	234,651	(1,387,803)	(2,131,064)	-	-
	(2,424,607)	92,646	(2,215,064)	(4,203,850)	-	-

(1) TKI Life Insurance Company Limited registered the change of its name to TKI Investment Company Limited on 25 November 2024.

15. Property, building and equipment

(Unit: Baht)

	Land	Buildings	Condominium	Building improvements	Furniture, fixtures and equipment	Motor vehicles	Assets under installment	Total
Cost								
1 January 2023	5,385,371	24,521,452	413,110,781	116,280,069	105,858,963	34,606,518	3,877,874	703,641,028
Additions	-	-	-	-	13,868,092	190,920	18,862,826	32,921,838
Disposals/write-off	-	(2,000,350)	-	(13,036,802)	(32,696,696)	(732,636)	-	(48,466,484)
Transfer in (out)	-	-	-	10,822,632	5,379,048	-	(16,201,680)	-
31 December 2023	5,385,371	22,521,102	413,110,781	114,065,899	92,409,407	34,064,802	6,539,020	688,096,382
Additions	-	-	-	-	3,117,429	6,485,523	6,894,892	16,497,844
Disposals/write-off	-	-	-	(11,013,571)	(1,281,562)	(9,663,452)	-	(21,958,585)
Transfer in (out)	-	-	-	8,324,388	2,587,429	-	(10,911,817)	-
31 December 2024	5,385,371	22,521,102	413,110,781	111,376,716	96,832,703	30,886,873	2,522,095	682,635,641
Accumulated depreciation								
1 January 2023	-	13,032,696	164,700,962	57,452,240	97,966,007	32,929,754	-	366,081,659
Depreciation for the year	-	698,098	6,347,784	4,675,202	3,748,840	473,525	-	15,943,449
Depreciation on disposals/write-off	-	(2,000,344)	-	(12,642,065)	(32,499,682)	(727,230)	-	(47,869,321)
31 December 2023	-	11,730,450	171,048,746	49,485,377	69,215,165	32,676,049	-	334,155,787
Depreciation for the year	-	698,098	6,010,392	5,136,165	6,512,647	1,450,355	-	19,807,657
Depreciation on disposals/write-off	-	-	-	(8,734,106)	(1,271,023)	(9,514,366)	-	(19,519,495)
31 December 2024	-	12,428,548	177,059,138	45,887,436	74,456,789	24,612,038	-	334,443,949
Net book value								
31 December 2023	5,385,371	10,790,652	242,062,035	64,580,522	23,194,242	1,388,753	6,539,020	353,940,595
31 December 2024	5,385,371	10,092,554	236,051,643	65,489,280	22,375,914	6,274,835	2,522,095	348,191,692
Depreciation for the year								
2023								15,943,449
2024								19,807,657

As at 31 December 2024, the Company had certain items of buildings and equipment which have been fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately Baht 300.9 million (2023: Baht 314.4 million).

16. Leases

The Company has lease contracts for various items used in its operations. Leases generally have lease terms between 3 - 10 years.

16.1 Right-of-use assets

Movements of right-of-use assets for the years ended 31 December 2024 and 2023 are summarised below:

(Unit: Baht)

	Lease buildings	Office equipment	Motor vehicles	Computer	Computer software	Total
1 January 2023	17,290,202	407,959	6,546,364	3,135,953	834,523	28,215,001
Addition during year	8,542,940	-	4,813,360	-	-	13,356,300
Adjustments	-	-	-	(1,786)	-	(1,786)
Depreciation for the year	(10,374,609)	(407,959)	(3,396,123)	(649,708)	(168,300)	(14,996,699)
31 December 2023	15,458,533	-	7,963,601	2,484,459	666,223	26,572,816
Addition during year	5,795,112	-	5,345,981	-	-	11,141,093
Depreciation for the year	(9,599,180)	-	(4,200,085)	(751,643)	(168,300)	(14,719,208)
31 December 2024	11,654,465	-	9,109,497	1,732,816	497,923	22,994,701

16.2 Lease liabilities

(Unit: Baht)

	2024	2023
Lease payment	35,399,224	38,876,434
Less: Deferred interest expenses	(1,294,360)	(1,790,414)
Total	34,104,864	37,086,020
Less: Portion due within one year	(13,652,175)	(13,416,705)
Lease liabilities - net of current portion	20,452,689	23,669,315

Movements of the lease liability account during the year ended 31 December 2024 is summarised below:

(Unit: Baht)

	Lease buildings	Office equipment	Motor vehicles	Computer	Total
1 January 2024	26,086,280	21,999	8,522,215	2,455,526	37,086,020
Add: Addition during the year	5,795,112	-	5,345,982	-	11,141,094
Add: Financial cost for the year	920,582	-	431,640	87,239	1,439,461
Less: Lease payments during the year	(9,596,086)	(21,999)	(5,115,506)	(828,120)	(15,561,711)
31 December 2024	<u>23,205,888</u>	<u>-</u>	<u>9,184,331</u>	<u>1,714,645</u>	<u>34,104,864</u>

A maturity analysis of lease payment is disclosed in Note 35.4 under the liquidity risk.

16.3 Expenses relating to leases that are recognised in statement of income

(Unit: Baht)

	For the years ended 31 December	
	2024	2023
Depreciation of right-of-use assets	14,719,208	14,996,699
Finance costs on lease liabilities	1,439,461	1,602,331
Expense relating to short-term leases	411,324	404,171
Expense relating to leases of low-value assets	<u>4,019,284</u>	<u>3,701,887</u>
Total expenses	<u>20,589,277</u>	<u>20,705,088</u>

The Company had total cash outflows for leases for the year ended 31 December 2024 of Baht 20.0 million, including the cash outflow related to short-term lease and leases of low-value assets (2023: Baht 18.7 Million).

17. Intangible assets

As at 31 December 2024 and 2023, the net book value of intangible assets are presented below.

	(Unit: Baht)		
	Computer Software	Computer software under improvement	Total
Cost			
1 January 2023	99,362,612	1,937,875	101,300,487
Additions	548,500	915,317	1,463,817
Write-off	(772,000)	-	(772,000)
31 December 2023	99,139,112	2,853,192	101,992,304
Additions	-	9,581,968	9,581,968
Transfer in (out)	3,682,050	(3,682,050)	-
31 December 2024	102,821,162	8,753,110	111,574,272
Accumulated amortisation			
1 January 2023	84,756,574	-	84,756,574
Amortisation for the year	4,163,810	-	4,163,810
Accumulated amortisation on write-off	(764,280)	-	(764,280)
31 December 2023	88,156,104	-	88,156,104
Amortisation for the year	3,980,692	-	3,980,692
31 December 2024	92,136,796	-	92,136,796
Net book value			
31 December 2023	10,983,008	2,853,192	13,836,200
31 December 2024	10,684,366	8,753,110	19,437,476
Amortisation for the year			
2023			4,163,810
2024			3,980,692

As at 31 December 2024, the Company had certain items of computer software which have been fully amortised but are still in use. The gross carrying amount before deducting accumulated amortisation of those assets amounted to approximately Baht 76.4 million (2023: Baht 59.3 million)

18. Deferred tax assets and income tax expenses

18.1 Deferred tax assets

The components of deferred tax assets and liabilities as at 31 December 2024 and 2023 are as follows:

	(Unit: Baht)			
	Financial statements in which the equity method is applied			
	Balance as at 31 December		Changes in deferred tax assets and liabilities for the years ended 31 December	
	2024	2023 (Restated)	2024	2023 (Restated)
Deferred tax assets				
Unearned premium reserve	88,226,061	96,289,417	(8,063,356)	(483,771)
Allowance for loss on impairment of investments in securities	2,983,780	780,900	2,202,880	(3,070,645)
Allowance for expected credit loss	205,685	156,292	49,393	15,363
Allowance for doubtful accounts	-	11,675	(11,675)	(156,480)
Loss reserves	150,218,080	154,123,712	(3,905,632)	9,791,752
Provision for loss incurred but not reported	5,801,006	3,313,129	2,487,877	(1,325,476)
Employee benefit obligations and expenses	22,877,933	18,591,021	4,286,912	(70,794)
Share of loss from investments in associates	6,171,592	5,243,655	927,937	822,240
Unrealised loss on changes in value of available-for-sale investments	18,379,167	-	18,379,167	-
Fair value loss of trading investments	15,195,663	13,457,637	1,738,026	1,782,599
Unused tax losses	8,692,439	-	8,692,439	-
Others	15,516,968	12,682,540	2,834,428	1,043,676
Total	334,268,374	304,649,978		
Deferred tax liabilities				
Unrealised gain on changes in value of available-for-sale investments	-	370,645	370,645	15,010,702
Difference of investment cost arising from reclassification	12,821,129	11,733,903	(1,087,226)	(2,931,069)
Others	6,259,690	1,700,000	(4,559,690)	11,084,919
Total	19,080,819	13,804,548		
Deferred tax assets - net	315,187,555	290,845,430		
Total changes			24,342,125	31,513,016
Changes were recognised in:				
- Statement of income			4,633,205	15,544,688
- Statement of comprehensive income			19,708,920	15,968,328
			24,342,125	31,513,016

(Unit: Baht)

	Separate financial statements			
	Balance as at 31 December		Changes in deferred tax assets and liabilities for the years ended	
			31 December	
	2024	2023	2024	2023
		(Restated)		(Restated)
Deferred tax assets				
Unearned premium reserve	88,226,061	96,289,417	(8,063,356)	(483,771)
Allowance for loss on impairment of investments				
in securities	2,983,780	780,900	2,202,880	(3,070,645)
Allowance for loss on impairment of investments				
in associates	5,616,353	4,136,239	1,480,114	2,152,618
Allowance for expected credit loss	205,685	156,292	49,393	15,363
Allowance for doubtful accounts	-	11,675	(11,675)	(156,480)
Loss reserves	150,218,080	154,123,712	(3,905,632)	9,791,752
Provision for loss incurred but not reported	5,801,006	3,313,129	2,487,877	(1,325,476)
Employee benefit obligations and expenses	22,877,933	18,591,021	4,286,912	(70,794)
Unrealised loss on changes in value of				
available-for-sale investments	18,379,167	-	18,379,167	-
Fair value loss of trading investments	15,195,663	13,457,637	1,738,026	1,782,599
Unused tax losses	8,692,439	-	8,692,439	-
Others	15,516,968	12,682,540	2,834,428	1,043,676
Total	333,713,135	303,542,562		
Deferred tax liabilities				
Unrealised gain on changes in value of				
available-for-sale investments	-	370,645	370,645	26,055,621
Difference of investment cost arising from				
reclassification	12,821,129	11,733,903	(1,087,226)	(2,931,069)
Others	6,259,690	1,700,000	(4,559,690)	40,000
Total	19,080,819	13,804,548		
Deferred tax assets - net	314,632,316	289,738,014		
Total changes			24,894,302	32,843,394
Changes were recognised in:				
- Statement of income			5,628,396	6,670,917
- Statement of comprehensive income			19,265,906	26,172,477
			24,894,302	32,843,394

18.2 Income tax

Income tax revenue (expenses) for the years ended 31 December 2024 and 2023 are made up as follows:

(Unit: Baht)

	Financial statements in which the		Separate financial statements	
	equity method is applied			
	2024	2023	2024	2023
		(Restated)		(Restated)
Current income tax:				
Current income tax charge for the year	-	(36,824,733)	-	(36,824,733)
Adjustment in respect of current income tax of previous year	208,629	2,193,174	208,629	2,193,174
Deferred tax:				
Relating to origination and reversal of temporary differences	4,633,205	15,544,688	5,628,396	6,670,917
Income tax revenue (expense) reported in statements of income	4,841,834	(19,086,871)	5,837,025	(27,960,642)

Reconciliation between income tax revenue (expense) and the product of accounting profit (loss) multiplied by the applicable tax rate for the years ended 31 December 2024 and 2023 are as follows:

(Unit: Baht)

	Financial statements in which the		Separate financial statements	
	equity method is applied			
	2024	2023	2024	2023
		(Restated)		(Restated)
Accounting profit (loss) before tax	(19,130,697)	126,364,026	(24,106,651)	170,732,883
Applicable tax rate	20%	20%	20%	20%
Tax expenses at the applicable tax rate	3,826,139	(25,272,806)	4,821,330	(34,146,577)
Adjustment in respect of current income tax of previous year	208,629	2,193,174	208,629	2,193,174
Net tax effect on tax-exempted revenues and non tax-deductible expenses - net	807,066	3,992,761	807,066	3,992,761
Income tax revenue (expense) reported in statements of income	4,841,834	(19,086,871)	5,837,025	(27,960,642)

19. Insurance contract liabilities

(Unit: Baht)

	2024		
	Insurance contract liabilities	Reinsurance assets	Net
Claim reserves and outstanding claims			
Claim incurred and reported	915,575,353	(151,366,476)	764,208,877
Claim incurred but not reported	69,663,607	(40,658,576)	29,005,031
Premium reserves			
Unearned premium reserves	2,017,963,581	(452,498,006)	1,565,465,575
Total	<u>3,003,202,541</u>	<u>(644,523,058)</u>	<u>2,358,679,483</u>

(Unit: Baht)

	2023		
	Insurance contract liabilities	Reinsurance assets	Net
	(Restated)	(Restated)	(Restated)
Claim reserves and outstanding claims			
Claim incurred and reported	965,280,157	(151,570,104)	813,710,053
Claim incurred but not reported	34,662,417	(18,096,773)	16,565,644
Premium reserves			
Unearned premium reserves	2,115,694,058	(413,422,847)	1,702,271,211
Total	<u>3,115,636,632</u>	<u>(583,089,724)</u>	<u>2,532,546,908</u>

During the years 2024 and 2023, the management of the Company entered into reinsurance agreements in order to mitigate insurance risk. Although positions are managed on a net basis by management, insurance contract liabilities disclosures have been made on both a gross and net basis in order to provide a comprehensive set of disclosures.

19.1 Claim reserves and outstanding claims

(Unit: Baht)

	For the years ended 31 December	
	2024	2023
		(Restated)
Beginning balance	999,942,574	1,006,176,013
Claim expenses for the periods	2,640,952,629	2,407,989,723
Change in claim reserves and outstanding claims		
from the prior periods	(135,470,310)	(122,747,680)
Change in assumption for calculating claim reserves	35,001,190	(38,178,219)
Claim paid during the periods	(2,555,187,123)	(2,253,297,263)
Ending balance	985,238,960	999,942,574

As at 31 December 2024, the Company has claim reserves and outstanding claims under reinsurance contracts at Baht 7.2 million (2023: Baht 14.4 million).

19.2 Claim development table

(a) Gross claims table

(Unit: Million Baht)

Reporting year/ Accident year	Prior to 2015	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
Claim estimates:												
- as at accident year		1,912	2,129	1,705	1,687	2,132	1,850	2,244	2,339	2,293	2,569	
- Next one year		1,979	2,228	1,762	1,696	2,058	1,805	2,109	2,322	2,301		
- Next two years		1,954	2,192	1,736	1,696	2,029	1,754	2,072	2,260			
- Next three years		1,951	2,184	1,736	1,693	2,024	1,741	2,071				
- Next four years		1,949	2,184	1,735	1,692	2,019	1,738					
- Next five years		1,949	2,185	1,735	1,692	2,017						
- Next six years		1,949	2,185	1,735	1,692							
- Next seven years		1,950	2,186	1,732								
- Next eight years		1,950	2,185									
- Next nine years		1,950										
Ultimate claim reserves		1,950	2,185	1,732	1,692	2,017	1,738	2,071	2,260	2,301	2,569	
Cumulative payment to date		(1,948)	(2,185)	(1,732)	(1,690)	(2,014)	(1,733)	(2,055)	(2,239)	(2,203)	(1,751)	
Total	2	2	-	-	2	3	5	16	21	98	818	967
Claim for inward treaty												8
Unallocated loss adjustment expenses												10
Total claim reserves and outstanding claims before reinsurance												985

(b) Net claims table

(Unit: Million Baht)

Reporting year/ Accident year	Prior to		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
	2015	2015	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
Claim estimates:													
- as at accident year			1,638	1,866	1,469	1,318	1,523	1,582	1,696	1,846	1,977	2,163	
- Next one year			1,697	1,881	1,483	1,324	1,484	1,532	1,681	1,852	1,983		
- Next two years			1,673	1,848	1,458	1,292	1,459	1,489	1,641	1,800			
- Next three years			1,672	1,848	1,458	1,290	1,455	1,479	1,634				
- Next four years			1,670	1,848	1,458	1,289	1,453	1,477					
- Next five years			1,669	1,849	1,458	1,289	1,451						
- Next six years			1,672	1,846	1,458	1,289							
- Next seven years			1,671	1,846	1,457								
- Next eight years			1,671	1,846									
- Next nine years			1,671										
Ultimate claim reserves			1,671	1,846	1,457	1,289	1,451	1,477	1,634	1,800	1,983	2,163	
Cumulative payment to date			(1,670)	(1,846)	(1,457)	(1,287)	(1,449)	(1,472)	(1,629)	(1,787)	(1,898)	(1,503)	
Total	2	1		-	-	2	2	5	5	13	85	660	775
Claim for inward treaty													8
Unallocated loss adjustment expenses													10
Total claim reserves and outstanding claims before reinsurance													793

19.3 Methodology and assumption

The methodology and assumptions adopted for the gross and net valuations of insurance contract liabilities (claim reserves and outstanding claims) as at 31 December 2024 and 2023 are presented as follows:

(a) Outstanding claims provision

1. Direct and inward facultative business

The Company used 3 actuarial methods as follows:

1.1 Chain Ladder method based on both claims paid and claims incurred

1.2 Bornhuetter-Ferguson method (“BF”) based on both claims paid and claims incurred

1.3 Expected Loss Ratio method (“ELR”)

The Company mostly relies on the Chain Ladder method on claims incurred to derive the best estimate of claims liability. The BF and ELR methods are also used where appropriate. Loss Development Factors (“LDF”) are selected based on a range of criteria, which include the pattern of historical claims payments and claims incurred. In most instances, the loss development factors selected are based on various average loss development factors for each development year. The Company also takes into consideration whether averages may not be appropriate, for reasons such as the average not reflecting the Company’s operational changes, the average being inappropriate due to distortion by large claims, or the average being contrary to a trend of the historical ratios.

Both qualitative and quantitative factors are taken by the Company into consideration in the selection of LDF to produce claim reserves that appropriately reflect the Company’s future claims liability as at the valuation date.

2. Inward treaty business

The Company uses a basic approach in estimating claims reserves provision for inward treaty business. This approach assumes that the claims reserves requirements for the inward treaty business would be proportionally similar to those of the direct and inward facultative business. The Company therefore use the percentage of gross outstanding case reserves to apply with inward treaty contracts.

(b) Estimation of Unallocated Loss Adjustment Expenses reserve (ULAE)

In determining the ULAE, the Company used total expenses to estimate the claim expenses. ULAE is calculated from the ratio of ULAE to the average of paid loss and reported loss which is based on the assumption that half of a claim's ULAE is expended when a loss is reported, and half when it is paid.

The ULAE ratios are computed for motor and non-motor classes separately and are applied onto the best estimate of gross claim liability to obtain the ULAE reserves for claims liability.

ULAE reserve is computed as the sum of the ULAE ratio multiplied by half of the case reserve and outstanding claims, plus the ULAE ratio multiplied by the incurred but not reported (IBNR) reserve.

(c) Economic assumptions

The Company has not discounted for future investment earnings, and has not explicitly inflation adjusted claim amounts payable in the future. However, the Company has implicitly allowed for future claims inflation to the extent that this is evident in past claims development.

(d) Other assumptions

The Company has assumed that claims development patterns are generally consistent and stable over the years and also assumed that the past inflation pattern will continue into future projected years.

19.4 Unearned premium reserves

	(Unit: Baht)	
	For the years ended 31 December	
	2024	2023
Beginning balance	2,115,694,058	2,029,666,344
Premium written for the year	3,734,024,648	3,823,848,543
Premium earned for the current year	(3,831,755,125)	(3,737,820,829)
Ending balance	2,017,963,581	2,115,694,058

20. Due to reinsurers

	(Unit: Baht)	
	2024	2023
Amounts withheld on reinsurance	215,755,726	154,114,955
Amounts due to reinsurers	267,307,283	334,838,763
Total due to reinsurers	483,063,009	488,953,718

21. Employee benefit obligations

The movement of provision for employee benefit obligations for the years ended 31 December 2024 and 2023 was as follows:

	(Unit: Baht)	
	For the years ended 31 December	
	2024	2023
Employee benefit obligations at beginning of year	74,159,806	67,423,858
Included in statements of income:		
Current service cost	10,402,400	9,684,778
Interest cost	1,885,945	1,852,023
Total items included in statements of income	12,288,345	11,536,801
Included in statements of comprehensive income:		
Actuarial loss (gain) arising from		
Demographic assumption changes	1,273,423	383,664
Financial assumption changes	3,017,327	1,275,169
Experience adjustments	(1,710,278)	(1,074,552)
Total items included in statements of comprehensive income	2,580,472	584,281
Benefits paid during the year	(8,681,866)	(5,385,134)
Employee benefit obligations at end of year	80,346,757	74,159,806

As at 31 December 2024, the weighted average duration of the liabilities for long-term employee benefit is 11 years, and the Company expected to pay Baht 15.5 million of long-term employee benefits during the next year (2023: 11 years and Baht 10.4 million, respectively).

Significant actuarial assumptions are summarised below:

	(Unit: % per annum)	
	2024	2023
Discount rate	2.3	2.7
Salary increase rate	3.5 - 6.0	3.4 - 6.0
Staff turnover rate	0.0 - 16.0	0.0 - 16.0

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2024 and 2023 are summarised below:

2024				
	Increase in	Employee benefit	Decrease in	Employee benefit
	assumption	obligations increase (decrease)	assumption	obligations increase (decrease)
	(%)	(Baht)	(%)	(Baht)
Discount rate	1.0	(5,651,565)	1.0	6,463,614
Salary increase rate	1.0	6,672,659	1.0	(5,951,760)
Staff turnover rates	10.0 ⁽¹⁾	(2,873,096)	10.0 ⁽¹⁾	3,076,110

⁽¹⁾ 10% of the turnover rate used as assumption.

2023				
	Increase in	Employee benefit	Decrease in	Employee benefit
	assumption	obligations increase (decrease)	assumption	obligations increase (decrease)
	(%)	(Baht)	(%)	(Baht)
Discount rate	1.0	(4,838,622)	1.0	5,521,080
Salary increase rate	1.0	5,762,108	1.0	(5,150,927)
Staff turnover rates	10.0 ⁽¹⁾	(2,559,166)	10.0 ⁽¹⁾	2,749,305

⁽¹⁾ 10% of the turnover rate used as assumption.

22. Share capital

On 23 April 2024, the 2024 Annual General Meeting of shareholders approved an increase of the Company's registered share capital from Baht 370 million to be Baht 380 million (38 million shares of Baht 10 each) by newly issues the ordinary shares in amount of 1 million shares with the par value at Baht 10 per share to support the stock dividend payment, and approved to allocate indivisible share remaining after such allocated the stock dividend to the Navakij Insurance Provident Fund. The Company registered the increase of share capital with the Ministry of Commerce on 15 May 2024.

On 20 April 2023, the 2023 Annual General Meeting of shareholders approved an increase of the Company's registered share capital from Baht 360 million to be Baht 370 million (37 million shares of Baht 10 each) by newly issues the ordinary shares in amount of 1 million shares with the par value at Baht 10 per share to support the stock dividend payment, and approved to allocate indivisible share remaining after such allocated the stock dividend to the Navakij Insurance Provident Fund. The Company registered the increase of share capital with the Ministry of Commerce on 2 June 2023.

23. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5 percent of its net profit, until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution.

During the year 2024 and 2023, the Company set aside a statutory reserve of its net profit amounting to Baht 1 million each. As at 31 December 2024 and 2023, the Company has statutory reserve totalling Baht 38 million and Baht 37 million, respectively.

24. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the Chief Operating Decision Maker in order to make decisions about the allocation of resources to the segment and assess its performance. The Chief Operating Decision Maker has been identified as Chairman of the Executive Board.

For management purposes, the Company is organised into business units based on its products, which consisted of Fire, Marine and transportation, Motor, and Miscellaneous insurance.

The Chief Operating Decision Maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss, total assets and total liabilities, and on a basis consistent with that used to measure operating profit or loss, total assets and total liabilities in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

(Unit: Baht)

Financial statement in which the equity method is applied

For the year ended 31 December 2024

	Fire	Marine and transportation	Motor	Miscellaneous	Total
Underwriting income					
Gross premium written	805,866,400	116,766,146	2,189,599,069	621,793,033	3,734,024,648
Less: Premiums ceded to reinsurers	(398,417,356)	(67,983,183)	(15,538,272)	(441,247,667)	(923,186,478)
Net premium written	407,449,044	48,782,963	2,174,060,797	180,545,366	2,810,838,170
Add (less): Unearned premium reserves (increase) decrease from prior year	(27,955,016)	204,628	173,258,147	(8,702,123)	136,805,636
Net earned premium	379,494,028	48,987,591	2,347,318,944	171,843,243	2,947,643,806
Fee and commission income	127,195,229	16,652,186	4,367,587	118,249,303	266,464,305
Total underwriting income	506,689,257	65,639,777	2,351,686,531	290,092,546	3,214,108,111
Underwriting expenses					
Claim and loss adjustment expenses - net	202,299,701	8,901,185	1,712,311,200	121,167,950	2,044,680,036
Commission and brokerage expenses	168,993,224	9,428,676	336,003,492	70,897,677	585,323,069
Other underwriting expenses	66,618,497	6,460,419	156,611,776	43,144,135	272,834,827
Total underwriting expenses					
before operating expenses	437,911,422	24,790,280	2,204,926,468	235,209,762	2,902,837,932
Profit from underwriting before operating expenses	68,777,835	40,849,497	146,760,063	54,882,784	311,270,179
Operating expenses					(415,325,070)
Loss from underwriting					(104,054,891)
Investments income					105,105,515
Loss on investments					(11,445,063)
Fair value loss					(8,690,127)
Share of loss from investments in associates					(2,424,607)
Other income					4,064,904
Finance costs					(1,439,462)
Expected credit loss					(246,966)
Loss before income tax expenses					(19,130,697)
Income tax revenue					4,841,834
Loss for the year					(14,288,863)

(Unit: Baht)

Financial statement in which the equity method is applied

For the year ended 31 December 2023

	Fire	Marine and transportation	Motor	Miscellaneous	Total
					(Restated)
Underwriting income					
Gross premium written	756,363,917	100,053,149	2,492,577,453	474,854,024	3,823,848,543
Less: Premiums ceded to reinsurers	(383,041,253)	(55,176,437)	(15,601,646)	(317,968,875)	(771,788,211)
Net premium written	373,322,664	44,876,712	2,476,975,807	156,885,149	3,052,060,332
Less: Unearned premium reserves increase from prior year	(18,452,129)	(111,397)	(79,352,674)	(2,467,878)	(100,384,078)
Net earned premium	354,870,535	44,765,315	2,397,623,133	154,417,271	2,951,676,254
Fee and commission income	100,018,638	13,952,635	5,118,714	93,141,688	212,231,675
Total underwriting income	454,889,173	58,717,950	2,402,741,847	247,558,959	3,163,907,929
Underwriting expenses					
Claim and loss adjustment expenses - net	117,109,988	7,081,537	1,681,975,302	80,426,719	1,886,593,546
Commission and brokerage expenses	156,921,806	8,313,614	371,631,625	63,141,465	600,008,510
Other underwriting expenses	54,994,190	6,269,917	164,128,638	28,885,302	254,278,047
Total underwriting expenses					
before operating expenses	329,025,984	21,665,068	2,217,735,565	172,453,486	2,740,880,103
Profit from underwriting before operating expenses	125,863,189	37,052,882	185,006,282	75,105,473	423,027,826
Operating expenses					(384,733,505)
Profit from underwriting					38,294,321
Investments income					99,772,053
Loss on investments					(14,509,889)
Fair value loss					(8,912,997)
Share of profit from investments in associates					92,646
Other income					13,307,038
Finance costs					(1,602,330)
Expected credit loss					(76,816)
Profit before income tax expenses					126,364,026
Income tax expenses					(19,086,871)
Profit for the year					107,277,155

Segment assets and liabilities of the Company's operating segments as at 31 December 2024 and 2023 are as follows:

(Unit: Baht)

	Financial statements in which the equity method is applied						
	Fire	Marine and transportation	Motor	Miscellaneous	Total segments	Unallocated	Total
Assets							
As at 31 December 2024	436,461,644	33,016,174	260,865,561	465,578,973	1,195,922,352	4,641,671,840	5,837,594,192
As at 31 December 2023							
(Restated)	478,307,446	32,984,773	152,741,077	401,129,759	1,065,163,055	5,000,765,429	6,065,928,484
Liabilities							
As at 31 December 2024	772,629,963	37,456,884	1,731,523,396	461,592,298	3,003,202,541	858,487,584	3,861,690,125
As at 31 December 2023							
(Restated)	688,790,785	36,446,849	2,005,098,532	385,300,466	3,115,636,632	825,769,225	3,941,405,857

Geographic information

The Company is operated its business in Thailand only, as a result, all of the revenues and assets as reflected in these financial statements pertain to the aforementioned geographical reportable.

Major brokers information

For the year 2024, the Company has gross premium written from one major broker in amount of Baht 315 million. (2023: Baht 310 million derived from one major broker).

25. Investments income

During the years ended 31 December 2024 and 2023, the Company has investment income as follows:

(Unit: Baht)

	For the years ended 31 December	
	2024	2023
Interest income from debt securities	58,140,706	41,691,695
Dividends received from equity securities	46,964,809	58,080,358
Investments income	105,105,515	99,772,053

26. Operating expenses

	(Unit: Baht)	
	For the years ended 31 December	
	2024	2023
Personnel expenses	266,668,219	250,451,034
Premises and equipment expenses	81,523,304	76,455,261
Taxes and duties	3,199,106	3,359,241
Bad debts and doubtful accounts (reversal)	(1,022,696)	(758,622)
Other operating expenses	64,957,137	55,226,591
Total operating expenses	415,325,070	384,733,505

27. Expected credit loss

	(Unit: Baht)	
	For the years ended 31 December	
	2024	2023
		(Restated)
Cash and cash equivalents	(7,453)	(4,350)
Accrued investments income	(1,804)	1,758
Investments in securities	256,223	79,408
Total	246,966	76,816

28. Expenses by nature

	(Unit: Baht)	
	For the years ended 31 December	
	2024	2023
		(Restated)
Net claim and loss adjustment expenses	1,988,563,413	1,836,106,244
Commissions and brokerage expenses	585,323,069	600,008,511
Other underwriting expenses	228,572,193	213,208,036
Personnel expenses	367,047,476	342,008,348
Premises and equipment expenses	81,523,304	76,455,261
Taxes and duties	3,199,106	3,359,240
Bad debts and doubtful accounts (reversal)	(1,022,696)	(758,622)
Finance costs	1,439,462	1,602,330
Expected credit loss	246,966	76,816
Other operating expenses	64,957,137	55,226,590
Total	3,319,849,430	3,127,292,754

29. Provident fund

The Company and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Company contribute to the fund monthly at the rate of 5 percent of basic salary. The fund, which is managed by Tisco Asset Management Public Company Limited, will be paid to employees upon termination in accordance with the fund rules. During the year 2024, the Company contributed Baht 10.0 million (2023: Baht 9.6 million) to the fund.

30. Contribution to the General Insurance Fund

	(Unit: Baht)	
	For the years ended 31 December	
	2024	2023
Accumulated contribution at the beginning of the year	104,545,117	92,489,226
Contribution during the year	18,577,473	12,055,891
Accumulated contribution at the end of the year	123,122,590	104,545,117

31. Earnings (loss) per share

Basic earnings per share is calculated by dividing profit (loss) for the year (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year, after adjusting the number of ordinary shares as a result of the increase in share capital arising from the issue of stock dividend.

On 23 April 2024, the 2024 Annual General Meeting of shareholders approved to pay a cash dividend of Baht 1.50 per share, and stock dividend of 1 million shares to the existing shareholders. For the purpose of calculating earnings per share, the Company adjusted the number of ordinary shares used to calculate the earnings per share, as though it had issued the stock dividend at the beginning of the reporting year.

	Financial statements in which the		Separate financial statements	
	equity method is applied			
	2024	2023	2024	2023
		(Restated)		(Restated)
Number of ordinary shares issued				
during the year (shares)	38,000,000	37,000,000	38,000,000	37,000,000
Number of stock dividend				
additional issue (shares) in 2024	-	1,000,000	-	1,000,000
Total (shares)	38,000,000	38,000,000	38,000,000	38,000,000
Profit (loss) for the period (Baht)	(14,288,863)	107,277,155	(18,269,626)	142,772,241
Earnings (loss) per share (Baht per share)	(0.38)	2.82	(0.48)	3.76

32. Dividends

Dividends declared during the years ended 31 December 2024 and 2023 consisted of the following:

	Approved by	Total dividends (Million Baht)	Dividends per share (Baht)
Annual dividends for 2023 (Cash dividends with the par value at 1.50 Baht per share and stock dividend at the rate of Baht 0.27 per share)	2024 Annual General Meeting No.92 on 23 April 2024	65.5	1.77
Annual dividends for 2022 (Cash dividends with the par value at 1.00 Baht per share and stock dividend at the rate of Baht 0.28 per share)	2023 Annual General Meeting No.91 on 20 April 2023	46.0	1.28

33. Commitments and contingent liabilities

33.1 Leases and service agreements commitments

As at 31 December 2024 and 2023, future minimum payments required under short-term leases, leases of low-value assets and service agreements were as follows.

	(Unit: Baht)	
	2024	2023
Payable within:		
Within 1 year	402,894	106,448
Over 1 to 3 years	319,342	-

33.2 Capital commitments

As at 31 December 2024, the Company had capital commitments of approximately Baht 0.3 million relating to building improvement, furniture, fixtures and equipment and amounting to Baht 5.3 million relating to computer software (2023: Baht 1.8 million and Baht 14.3 million, respectively).

33.3 Letter of Guarantees

As at 31 December 2024, there were bank guarantees amounting to Baht 2.2 million, and a certificate issued in the Company's name amounting to Baht 2.8 million, as required in the normal course of the Company's business (2023: Baht 2.2 million and Baht 9.5 million, respectively).

33.4 Litigation

As at 31 December 2024, the Company has been sued for damages totaling approximately Baht 83.1 million as insurer. The cases have not yet been finalised. However, the Company's obligations in respect of these lawsuits do not exceed the maximum sum insured per the relevant policies, which is Baht 45.4 million, and the Company has set aside reserves for contingent losses amounting to Baht 45.4 million in the financial statements (2023: Baht 55.4 million, Baht 34.9 million and Baht 34.9 million, respectively).

34. Related party transactions

34.1 Nature of relationship

In considering each possible related party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

The relationships between the Company and its related parties are summarised below.

Name of related parties	Nature of relationship
TKI General Insurance Company Limited	Associated company
TKI Life Insurance Company Limited ⁽¹⁾	Associated company
The United Indemnity Co., Ltd.	7.34% of shares held in the Company
Thanasarn Sombat (Thai) Company Limited	5.17% of shares held in the Company and common directors
The Falcon Insurance Plc. ⁽²⁾	12.00% of shares held by the Company
Thai Metal Drum Manufacturing Plc.	Common directors and through shareholding
Rangsit Plaza Co., Ltd.	Common directors and through shareholding
Sathorn Thani Co., Ltd.	Common directors and through shareholding
Siam Motors Co., Ltd.	Common directors and through shareholding
Wanglee Co., Ltd.	Common directors and through shareholding
Thaire Life Assurance Plc.	Common directors and through shareholding
Rangsit Ruam Patana Co., Ltd.	Common directors and through shareholding
Poon Phol Co., Ltd.	Common directors and through shareholding
Pipatanasin Co., Ltd.	Common directors and through shareholding
Varopakorn Plc.	Common directors
Serm Suk Plc. ⁽³⁾	Common directors
Chaitip Co., Ltd.	Common directors
Alinkij Siam Co., Ltd	Common directors
Siam International Corp., Ltd. ⁽⁴⁾	Common directors
The Pet Co., Ltd.	Common directors
Toyota Petchaboon Toyota's Dealer Co., Ltd.	Common directors
Thai Petchaboon Co., Ltd.	Common directors
The Navasakol Co., Ltd.	Common directors
Phatra Group Co., Ltd.	Common directors
BTS Group Holdings Plc.	Common directors
C.E.S. Co., Ltd.	Common directors
Bangkok Motor Works Co., Ltd.	Common directors
Thong Thaworn Pattana Co., Ltd.	Common directors
Siam Auto Parts Co., Ltd. ⁽⁵⁾	Common directors

⁽¹⁾ TKI Life Insurance Company Limited registered the change of its name to TKI Investment Company Limited on 25 November 2024.

⁽²⁾ Since July 2023, it is not a related party.

⁽³⁾ Since December 2024, it is not a related party.

⁽⁴⁾ Since January 2023, it is not a related party.

⁽⁵⁾ Since April 2024, it is not a related party.

Name of related parties	Nature of relationship
Thaworn Estate Co., Ltd.	Common directors
Siam Country Club Co., Ltd.	Common directors
S T M S Co., Ltd.	Common directors
Poonpipat Co., Ltd.	Common directors
Aqua flow Co., Ltd.	Common directors
Starflex Plc.	Common directors
Jitpipat Co., Ltd.	Common directors
Bench Rung Rueng Co., Ltd.	Common directors
Siam Modified Starch Co., Ltd.	Common directors
SMS Corporation Co., Ltd.	Common directors
Praphai & Sons Co., Ltd.	Common directors
S and U Co., Ltd.	Common directors
VGI Plc.	Common directors
Sittinan Co., Ltd.	A related person of the Company's director is a major shareholder
PIA Interior Co., Ltd.	A related person of the Company's director is a major shareholder

34.2 Significant related party transactions

During the years ended 31 December 2024 and 2023, the Company had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

(Unit: Baht)

	For the years ended		
	31 December		
	2024	2023	Pricing policy
Transactions with associated companies			
Reinsurance premium written	2,476,462	1,584,763	Ceded rates as specified based on the type of insurance and the reinsurance contracts
Claim expenses	-	20,861	Actual incurred
Commission paid to reinsurance	517,202	346,263	Ceded rates as specified based on the type of insurance and the reinsurance contracts
Transactions with related companies			
Direct premium written	114,356,779	78,763,769	Rates as specified in insurance contracts
Reinsurance premium written	-	2,776,240	Ceded rates as specified based on the type of insurance and the reinsurance contracts
Premium ceded	-	16,081,632	Ceded rates as specified based on the type of insurance and the reinsurance contracts
Claim expenses	15,274,283	7,051,638	Actual incurred
Commission paid to reinsurance	-	1,039,780	Ceded rates as specified based on the type of insurance and the reinsurance contracts
Commission received	-	7,453,125	Ceded rates as specified based on the type of insurance and the reinsurance contracts
Dividend income	20,769,933	21,218,160	As declared
Dividend paid	15,409,621	12,416,438	As declared
Rental and service fee for branch office expenses	238,148	240,020	Contract price
Rental income	188,829	172,973	Contract price

34.3 Outstanding balances

The balances of the accounts between the Company and those related companies as at 31 December 2024 and 2023 are as follows:

	(Unit: Baht)	
	2024	2023
Premium receivables		
Rangsit Plaza Co., Ltd.	25,659,962	19,382,755
Others	12,042,155	29,637,577
Total	37,702,117	49,020,332
Reinsurance receivables - Amounts due from reinsurers		
TKI General Insurance Co., Ltd.	1,038,648	95,408
Total	1,038,648	95,408
Investments in securities - Equity securities		
Thai Metal Drum Manufacturing Plc.	296,140,000	295,582,500
BTS Group Holdings Plc.	44,366,664	28,800,000
Thaire Life Assurance Plc.	13,128,297	1,235,086
Sathorn Thani Co., Ltd.	11,902,500	19,975,000
Rangsit Plaza Co., Ltd.	12,680,000	17,896,000
Starflex Plc.	-	3,132,800
VGI Plc.	5,562,000	-
Total	383,779,461	366,621,386
Claim reserves and outstanding claims		
C.E.S. Co., Ltd.	7,933,807	10,458,697
Others	9,388,688	11,851,844
Total	17,322,495	22,310,541
Due to reinsurers - Amounts due to reinsurance		
TKI General Insurance Co., Ltd.	216,087	76,025
Total	216,087	76,025

34.4 Directors and management's benefits

During the years ended 31 December 2024 and 2023, the Company had employment benefits expenses payable to their directors and management as below.

	(Unit: Baht)	
	For the years ended 31 December	
	2024	2023
Short-term benefits	52,865,098	51,319,360
Post-employment benefits	1,074,947	893,619
Total	53,940,045	52,212,979

35. Risk of insurance company

35.1 Insurance risk

Insurance risk refers to the risk resulting from fluctuations in the frequency, the severity and the timing of damage deviations from assumptions that are used to determine premium rates, calculation of reserves and underwriting. The insurance risk causes or is a factor that contributes to the following risks:

a. Increase in the amount and frequency of loss

The impact of external factors, including physical or geographical factors, natural perils, disasters, accidents, terrorism and burglary may increase damage to lives, physical and property insured by the Company, leading to higher than expected losses. Such risks may result in the premiums received from customers being lower than the actual losses or the claims reserve being inadequate, which may have an impact on the Company's capital at risk.

b. Suboptimal proportions of types of insurance products

The Company focuses on specific types of insurance products in order to expand its business and retain market share, which means that the Company's revenue and expenses are highly dependent on these insurance products. Some types of insurance have high loss ratio, and this in turn increases the Company's average cost of claims. As a result, the Company's risk with respect to revenue or profit, or its capital funds may be affected.

c. Ethical or moral risk

This is the risk of dishonest actions being taken by insured persons for their personal gains, causing the Company payment of a higher settlement than a fair amount. This may result in a higher of loss ratio than expected and effect to the Company's liquidity risk.

The measures adopted by the Company in response to those above risks are as follows:

1. Analysis on the basis of loss ratio and combined ratio plus expenses incurred in accordance with the ratio specified by the Company.
2. Selection based on client group, nature of business and insurable risk, in accordance with specified criteria that correlate with acceptable risk levels, and analysis of the appropriate retention and ceded ratios to improve potential profitability.
3. Reinsurance to spread risk exposure by placing treaty and facultative reinsurance with local and overseas financial secured companies which have a credit rating of at least A-, and by purchasing excess of loss reinsurance that helps control retention risk to prevent exposure from the crisis, and to reduce the volatility of the Company's operations, financial position and capital level.
4. Management of the composition of the portfolio by writing all classes of insurance products and adjusting the portfolio mix according to market situation and customer demands. Technical knowledge and up to date statistics are used to plan marketing strategies to penetrate target markets by introducing products that are profitable and have high potential to expand.
5. Analysis of the concentration of insurance risk.

Concentration of insurance contracts liabilities segregated by insurance type are shown below.

(Unit: Baht)

	2024			2023		
	Gross premium reserves	Outward premium reserves	Net	Gross premium reserves	Outward premium reserves	Net
Fire	557,425,602	(187,433,657)	369,991,945	558,580,251	(216,543,323)	342,036,928
Marine and transportation	30,832,479	(19,174,150)	11,658,329	25,919,342	(14,056,384)	11,862,958
Motor	1,096,601,590	(7,862,550)	1,088,739,040	1,269,830,350	(7,833,162)	1,261,997,188
Miscellaneous	333,103,910	(238,027,649)	95,076,261	261,364,115	(174,989,978)	86,374,137
Total	<u>2,017,963,581</u>	<u>(452,498,006)</u>	<u>1,565,465,575</u>	<u>2,115,694,058</u>	<u>(413,422,847)</u>	<u>1,702,271,211</u>

(Unit: Baht)

	2024			2023		
	Gross loss reserves	Outward loss reserves	Net	Gross loss reserves (Restated)	Outward loss reserves (Restated)	Net (Restated)
Fire	215,204,362	(88,491,959)	126,712,403	130,210,535	(73,648,093)	56,562,442
Marine and transportation	6,624,405	(2,394,414)	4,229,991	10,527,507	(3,973,780)	6,553,727
Motor	634,921,805	(4,964,786)	629,957,019	735,268,182	(4,024,539)	731,243,643
Miscellaneous	128,488,388	(96,173,893)	32,314,495	123,936,350	(88,020,465)	35,915,885
Total	985,238,960	(192,025,052)	793,213,908	999,942,574	(169,666,877)	830,275,697

6. Sensitivity analysis

Sensitivity analysis is performed to analyse the risk that insurance liabilities will increase or decrease as a result of changes in the assumptions used in the calculation of claim liabilities, which will impact the claims liabilities both before and after reinsurance. The risk may occur because the frequency or severity of losses, or loss adjustment expenses are not in line with expectations.

The Company performed analysis of the sensitivity of insurance liabilities to changes in key variables. The variables for which tests were performed were the ultimate loss ratio ("ULR") in the latest accident year and the unallocated loss adjustment expense ratio ("ULAE") for the best estimate of insurance liabilities, with selection of variables based on appropriateness and the possibility of occurrence.

The impact on the best estimate of insurance liabilities of changes in key variables is shown in the following table.

(Unit: Million Baht)

	2024				
	Assumption change	Increase (decrease) in provision for gross claim liabilities	Increase (decrease) in provision for net claim liabilities	Increase (decrease) in profit before tax	Increase (decrease) in owner's equity
Ultimate loss ratio in latest accident year	+ 5%	37	19	(19)	(15)
Ultimate loss ratio in latest accident year	- 5%	(37)	(19)	19	15
ULAE ratio	+50%	5.0	5.0	(5.0)	(4.0)
ULAE ratio	-50%	(5.0)	(5.0)	5.0	4.0

2023

	Assumption	Increase (decrease) in provision for gross claim liabilities	Increase (decrease) in provision for net claim liabilities	Increase (decrease) in profit before tax	Increase (decrease) in owner's equity
	change	(Restated)	(Restated)	(Restated)	(Restated)
Ultimate loss ratio in latest accident year	+ 5%	28	12	(12)	(10)
Ultimate loss ratio in latest accident year	- 5%	(28)	(12)	12	10
ULAE ratio	+50%	5.6	5.6	(5.6)	(4.5)
ULAE ratio	-50%	(5.6)	(5.6)	5.6	4.5

35.2 Credit risk

Credit risk is the risk that the Company may suffer a financial loss as a result of a counterparty's inability to comply with the specified terms. The Company is exposed to credit risk primarily with respect to insurance and investments. The Company's maximum exposure to credit risk is limited to the book value less allowance for impairment as presented in the statement of financial position. The management manages the risk by adopting appropriate credit control policies and procedures, as follows:

a. Credit risk from underwriting

(1) Risk from reinsurers

The Company considers and selects only reinsurers with a credit rating of A- or higher and monthly monitors for any adjustments to the credit ratings of reinsurance companies.

(2) Risk from premium receivables collection

The Company possesses an efficient process of closely following up its outstanding premiums from the insured, agents and brokers, in addition to requiring agents and brokers to submit collateral for the specified credit limits allowed by the Company.

b. Credit risk from investments

The Company selects investments based on the credit ratings of the issuers of fixed income securities, assigned by reliable outside credit rating agencies such as TRIS and FITCH. It is the Company's policy to invest in fixed income securities of at least "Investment Grade" quality. All invested fixed income securities are periodically monitored for any adjustment in the debtors' credit rating and relevant information is gathered to review the business potential of the issuers. The Company also regularly monitors and reviews the limits set for investment to ensure adequate investment limits are maintained for individual lines at all times.

An impairment analysis of investments in debt instruments, cash deposits and accrued investment income is performed at each reporting date. The provision of expected credit loss is calculated by using the General Approach by classifying the investments into stages as follows:

- Stage 1 Investment grade debt instruments where there has no significant increase in credit risk. The Company recognises allowance for expected credit loss at an amount equal to the expected credit loss in the next 12 months.
- Stage 2 Debt instruments where there has significant increase in credit risk but that are not credit impaired such as a downgrade of credit rating. The Company recognises allowance for expected credit loss at an amount equal to the lifetime expected credit loss of the financial assets.
- Stage 3 When there is a significant indication of credit impairment, such as failure to fulfil a contract (overdue principal or interest), borrowers experiencing serious financial problems, the lender relaxing conditions for borrowers and the possibility of borrower bankruptcy, the Company recognises allowance for expected credit loss at an amount equal to the lifetime expected credit loss of the financial assets.

At every reporting date, the Company assesses whether there has been a significant increase in credit risk of financial assets since initial recognition. In the event of a significant change in credit risk, the debt instruments are restaged according to the indications or evidence of the assets being credit-impaired. The calculation of expected credit loss reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

The below table showed the maximum exposure to credit risk for financial assets before collateral or any activities that could mitigate credit risk. The maximum exposure to credit risk has carrying amounts that was presented the credit quality of financial assets exposed to credit risk as follows.

(Unit: Baht)

	2024				
	Financial assets where there has no significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets where applied simplified approach to calculated ECL (Lifetime ECL - simplified approach)	Total
Cash and cash equivalents					
Investment grade	159,861,000	-	-	-	159,861,000
Allowance for expected credit loss	(18,039)	-	-	-	(18,039)
Net book value	<u>159,842,961</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>159,842,961</u>
Accrued investment income					
Investment grade	5,809,287	-	-	-	5,809,287
Non investment grade	-	185,134	-	-	185,134
Total	5,809,287	185,134	-	-	5,994,421
Allowance for expected credit loss	(4,857)	(601)	-	-	(5,458)
Net book value	<u>5,804,430</u>	<u>184,533</u>	<u>-</u>	<u>-</u>	<u>5,988,963</u>
Available-for-sale investments measured at FVOCI					
Investment grade	1,810,290,279	-	-	-	1,810,290,279
Non investment grade	-	19,476,170	-	-	19,476,170
Total fair value	<u>1,810,290,279</u>	<u>19,476,170</u>	<u>-</u>	<u>-</u>	<u>1,829,766,449</u>
Allowance for expected credit loss	<u>(458,133)</u>	<u>(456,034)</u>	<u>-</u>	<u>-</u>	<u>(914,167)</u>
Held-to-maturity investments measured at amortised cost					
Investment grade	520,337,208	-	-	-	520,337,208
Allowance for expected credit loss	(90,762)	-	-	-	(90,762)
Net book value	<u>520,246,446</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>520,246,446</u>
Loans and interest receivables					
Not yet due	484,234	-	-	-	484,234
Allowance for expected credit loss	-	-	-	-	-
Net book value	<u>484,234</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>484,234</u>
Other assets - Brokers receivables					
Overdue	-	-	-	32,574,323	32,574,323
Allowance for expected credit loss	-	-	-	-	-
Net book value	<u>-</u>	<u>-</u>	<u>-</u>	<u>32,574,323</u>	<u>32,574,323</u>

(Unit: Baht)

	2023				
	Financial assets where there has no significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets where applied simplified approach to calculated ECL (Lifetime ECL - simplified approach)	Total (Restated)
Cash and cash equivalents					
Investment grade	187,990,263	-	-	-	187,990,263
Allowance for expected credit loss	(25,492)	-	-	-	(25,492)
Net book value	187,964,771	-	-	-	187,964,771
Accrued investment income					
Investment grade	8,013,397	-	-	-	8,013,397
Allowance for expected credit loss	(7,262)	-	-	-	(7,262)
Net book value	8,006,135	-	-	-	8,006,135
Available-for-sale investments measured at FVOCI					
Investment grade	2,013,077,332	-	-	-	2,013,077,332
Total fair value	2,013,077,332	-	-	-	2,013,077,332
Allowance for expected credit loss	(669,780)	-	-	-	(669,780)
Held-to-maturity investments measured at amortised cost					
Investment grade	550,936,557	-	-	-	550,936,557
Allowance for expected credit loss	(78,926)	-	-	-	(78,926)
Net book value	550,857,631	-	-	-	550,857,631
Loans and interest receivables					
Not yet due	491,492	-	-	-	491,492
Allowance for expected credit loss	-	-	-	-	-
Net book value	491,492	-	-	-	491,492
Other assets - Brokers receivables					
Overdue	-	-	-	37,619,225	37,619,225
Allowance for expected credit loss	-	-	-	-	-
Net book value	-	-	-	37,619,225	37,619,225

The table below shows the significant movement in the allowance for expected credit loss for the years ended 31 December 2024 and 2023 are as follow.

(Unit: Baht)

	2024				
	Financial assets where there has no significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets where simplified approach to calculated ECL (Lifetime ECL - simplified approach)	Total
Available-for-sale investments measured at FVOCI					
Beginning balance	669,780	-	-	-	669,780
Change due to remeasurement of allowance for expected credit loss	23,243	-	-	-	23,243
Newly purchased or acquired financial assets	104,382	456,034	-	-	560,416
Amounts written off	(339,272)	-	-	-	(339,272)
Ending balance	458,133	456,034	-	-	914,167
Held-to-maturity investments measured at amortised cost					
Beginning balance	78,926	-	-	-	78,926
Change due to remeasurement of allowance for expected credit loss	(380)	-	-	-	(380)
Newly purchased or acquired financial assets	68,302	-	-	-	68,302
Amounts written off	(56,086)	-	-	-	(56,086)
Ending balance	90,762	-	-	-	90,762

(Unit: Baht)

	2023				
	Financial assets where there has no significant increase in credit risk (12-mth ECL)	Financial assets where there has been a significant increase in credit risk (Lifetime ECL - not credit impaired)	Financial assets that are credit-impaired (Lifetime ECL - credit impaired)	Financial assets where applied simplified approach to calculated ECL (Lifetime ECL - simplified approach)	Total
Available-for-sale investments measured at FVOCI					
Beginning balance	626,452	-	-	-	626,452
Change due to remeasurement of allowance for expected credit loss	59,688	-	-	-	59,688
Newly purchased or acquired financial assets	124,569	-	-	-	124,569
Amounts written off	(140,929)	-	-	-	(140,929)
Ending balance	669,780	-	-	-	669,780
Held-to-maturity investments measured at amortised cost					
Beginning balance	42,847	-	-	-	42,847
Change due to remeasurement of allowance for expected credit loss	(6,019)	-	-	-	(6,019)
Newly purchased or acquired financial assets	43,632	-	-	-	43,632
Amounts written off	(1,534)	-	-	-	(1,534)
Ending balance	78,926	-	-	-	78,926

35.3 Market risk

Market risk is the risk that change in interest rates, foreign exchange rates and securities prices may have an effect on the Company's financial position. The Company had no significant financial instruments denominated in foreign currencies; market risk is therefore confined only to interest rate risk and equity position risk.

The Company manages market risk by diversifying its portfolio and spreading its investment funding to include various lines of investment as well as categories of business in order to minimise fluctuations in the aggregate value of its investments. It closely monitors and regularly assesses factors that may cause fluctuations in the value of investment instruments in order to make appropriate investment transactions in the circumstances. The Company has a policy not to invest in speculative securities that are highly exposed to price fluctuations but to focus on blue-chip securities and securities that generate steady yields. The Company has an investment committee who consider and set investment policies in addition to the Office of Insurance Commission's rules, in order to reduce exposure to investment loss, and also review the structure of the portfolio mix on a regular basis.

a. Interest rate risk

Interest rate risk is the risk that the value of assets or liabilities will fluctuate due to changes in market interest rates.

As at 31 December 2024 and 2023, significant assets and liabilities classified by type of interest rates, with those assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date as follows:

(Unit: Baht)

	2024						
	Fixed interest rates						
	Maturity date or repricing date						
	Within			Floating	Non-interest		Effective
	1 year	1 - 5 years	5 years	interest rate	bearing	Total	interest rate
							(% per annum)
<u>Financial assets</u>							
Cash and cash equivalents	-	-	-	159,577,961	265,000	159,842,961	0.13 - 0.55
Accrued investment income	-	-	-	-	5,988,963	5,988,963	-
Investments in securities							
Government and state							
enterprise securities	1,083,969,011	26,482,546	-	-	-	1,110,451,557	1.90 - 2.35
Private debt securities	225,003,568	514,309,877	-	-	-	739,313,445	0.76 - 2.95
Equity instruments	-	-	-	-	758,897,767	758,897,767	-
Unit trusts	-	-	-	-	210,817,551	210,817,551	-
Deposits and certificate							
deposits at financial							
institutions	500,247,893	-	-	-	-	500,247,893	0.35 - 2.15
Loans and interest receivables	56,651	427,583	-	-	-	484,234	6.50 - 7.00
Other assets - Brokers							
receivables	-	-	-	-	32,574,323	32,574,323	-
<u>Insurance assets</u>							
Premium receivables	-	-	-	-	551,399,294	551,399,294	-
Reinsurance assets - claim							
reserves	-	-	-	-	192,025,052	192,025,052	-
Reinsurance receivables	-	-	-	-	198,192,615	198,192,615	-
<u>Financial liabilities</u>							
Lease liabilities	13,652,175	20,452,689	-	-	-	34,104,864	2.09 - 5.73
<u>Insurance liabilities</u>							
Insurance contract liabilities -							
claim reserves and							
outstanding claims	-	-	-	-	985,238,960	985,238,960	-
Due to reinsurers	-	-	-	-	483,063,009	483,063,009	-

(Unit: Baht)

2023							
Fixed interest rates							
Maturity date or repricing date							
Within			Floating	Non-interest			Effective
1 year	1 - 5 years	5 years	interest rate	bearing	Total		interest rate
				(Restated)	(Restated)		(% per annum)
Financial assets							
Cash and cash equivalents	-	-	-	187,709,771	255,000	187,964,771	0.15 - 0.55
Accrued investment income	-	-	-	-	8,006,135	8,006,135	-
Investments in securities							
Government and state							
enterprise securities	1,102,699,125	65,921,747	-	-	-	1,168,620,872	1.58 - 2.47
Private debt securities	375,523,879	459,083,108	29,847,988	-	-	864,454,975	0.76 - 3.94
Equity instruments	-	-	-	-	897,933,857	897,933,857	
Unit trusts	-	-	-	-	188,257,383	188,257,383	
Deposits and certificate							
deposits at financial							
institutions	530,859,116	-	-	-	-	530,859,116	0.35 - 2.50
Loans and interest receivables	237,060	254,432	-	-	-	491,492	6.50 - 7.00
Other assets - Brokers							
receivables	-	-	-	-	37,619,225	37,619,225	-
Insurance assets							
Premium receivables	-	-	-	-	608,865,352	608,865,352	-
Reinsurance assets - claim							
reserves	-	-	-	-	169,666,877	169,666,877	-
Reinsurance receivables	-	-	-	-	234,986,796	234,986,796	-
Financial liabilities							
Lease liabilities	13,416,705	23,669,315	-	-	-	37,086,020	2.09 - 5.00
Insurance liabilities							
Insurance contract liabilities -							
claim reserves and							
outstanding claims	-	-	-	-	999,942,574	999,942,574	-
Due to reinsurers	-	-	-	-	488,953,718	488,953,718	-

Interest rate sensitivity

The following table demonstrates the sensitivity of the Company's equity to a reasonably possible change in interest rates which will effect to the fair value of debt instruments as at 31 December 2024.

	2024		2023	
	Increase (decrease)	Effect on equity	Increase (decrease)	Effect on equity
	(%)	(Million Baht)	(%)	(Million Baht)
Available-for-sale investments -				
Debt instruments	1.0	(16.2)	1.0	(17.9)
Available-for-sale investments -				
Debt instruments	(1.0)	17.1	(1.0)	18.9

The above analysis has been prepared assuming that the amounts of debt instruments and all other variables remain constant. As a result, a change in interest rates affects fair value of investments in debt instruments.

b. Equity position risk

Equity position risk is the risk that change in the market prices of equity securities will result in fluctuations in revenues and in the value of assets.

As at 31 December 2024 and 2023, the Company has risk from its investments in securities of which the price will change with reference to market conditions.

35.4 Liquidity risk

Liquidity risk is the risk that the Company will be unable to liquidate its assets and/or procure sufficient funds to discharge its obligations in a timely manner, resulting in the occurrence of a financial loss.

The Company policies of management of liquidity risk are as follows:

- a. The Company invests in securities that are liquid, such as government sector securities or private sector securities with a low credit risk. It also spreads its investment funding and balances the portfolio, taking into account time horizons and fund needs to pay and meet obligations, management of accounts receivable and accounts payable, the period to maturity of assets and changes in the value of assets, given that, the maturity structure of assets and liabilities is in the appropriate level both volume and period, and correspond to external and internal circumstances surrounding the Company.

- b. Adequate shareholders' equity is maintained to cover liabilities and to manage exposure to business and operation risks. Other funding sources with high liquidity should also be secured as contingency plan.
- c. Responsibilities and lines of reporting to those who manage liquidity risk are clearly defined and a reporting system has been established to generate an early warning report for executives on transactions that do not conform to the Company's policy and to promptly, timely and accurately report warning signs of key risk indicators.

Counting from the financial position date, the periods to maturity of assets and liabilities held as at 31 December 2024 and 2023 are as follows:

(Unit: Baht)

	2024					
	At call	Within 1 year	1 - 5 years	Over 5 years	Unspecified	Total
<u>Financial assets</u>						
Cash and cash equivalents	159,842,961	-	-	-	-	159,842,961
Accrued investment income	-	5,988,963	-	-	-	5,988,963
Investments in securities	813,909,515	1,809,220,473	540,792,422	-	155,805,803	3,319,728,213
Loans and interest						
receivables	-	56,651	427,583	-	-	484,234
Other assets - Brokers						
receivables	-	32,574,323	-	-	-	32,574,323
<u>Insurance assets</u>						
Premium receivables	-	551,399,294	-	-	-	551,399,294
Reinsurance assets - claim						
reserves	-	164,450,033	27,533,937	41,082	-	192,025,052
Reinsurance receivables	-	198,192,615	-	-	-	198,192,615
<u>Financial liabilities</u>						
Lease liabilities	-	13,652,175	21,747,049	-	-	35,399,224
<u>Insurance liabilities</u>						
Insurance contract liabilities						
- claim reserves and						
outstanding claims	-	831,808,359	148,456,958	4,973,643	-	985,238,960
Due to reinsurers	-	483,063,009	-	-	-	483,063,009

(Unit: Baht)

	2023					
	At call	Within 1 year	1 - 5 years	Over 5 years	Unspecified	Total
						(Restated)
<u>Financial assets</u>						
Cash and cash equivalents	187,964,771	-	-	-	-	187,964,771
Accrued investment income	-	8,006,135	-	-	-	8,006,135
Investments in securities	860,613,067	2,009,082,120	525,004,855	29,847,988	225,578,173	3,650,126,203
Loans and interest						
receivables	-	237,060	254,432	-	-	491,492
Other assets - Brokers						
receivables	-	37,619,225	-	-	-	37,619,225
<u>Insurance assets</u>						
Premium receivables	-	608,865,352	-	-	-	608,865,352
Reinsurance assets - claim						
reserves	-	145,133,613	24,515,663	17,601	-	169,666,877
Reinsurance receivables	-	234,986,796	-	-	-	234,986,796
<u>Financial liabilities</u>						
Lease liabilities	-	13,416,705	25,459,729	-	-	38,876,434
<u>Insurance liabilities</u>						
Insurance contract liabilities						
- claim reserves and						
outstanding claims	-	841,351,418	153,522,936	5,068,220	-	999,942,574
Due to reinsurers	-	488,953,718	-	-	-	488,953,718

36. Fair value measurement for financial assets

As at 31 December 2024 and 2023, the Company had the following financial assets that were measured at fair value or were measured at cost but has to disclose fair value, using different levels of inputs as follows:

(Unit: Baht)

	2024				
	Fair value				
	Level 1	Level 2	Level 3	Total	Carrying value
<u>Financial assets measured at fair value</u>					
Trading investments which are					
measured at FVPL	319,586,636	-	-	319,586,636	319,586,636
Equity instruments	57,988,320	-	-	57,988,320	57,988,320
Unit trusts					
Available-for-sale investments					
measured at FVOCI					
Government and state enterprise securities	-	1,090,453,004	-	1,090,453,004	1,090,453,004
Private debt securities	-	739,313,445	-	739,313,445	739,313,445
Equity instruments	283,505,328	-	155,805,803	439,311,131	439,311,131
Unit trusts	152,829,231	-	-	152,829,231	152,829,231
<u>Financial asset for which fair value are disclosed</u>					
Cash and cash equivalents	159,842,961	-	-	159,842,961	159,842,961
Accrued investment income	5,988,963	-	-	5,988,963	5,988,963
Held-to-maturity investments					
measured amortise cost	-	20,104,271	-	20,104,271	19,998,553
Government and state enterprise securities					
Deposits and certificate of deposits at financial institutions which are					
matured over 3 months	500,247,893	-	-	500,247,893	500,247,893
Loans and interest receivables	484,234	-	-	484,234	484,234

(Unit: Baht)

	2023				
	Fair value				
	Level 1	Level 2	Level 3	Total	Carrying value
<u>Financial assets measured at fair value</u>					
Trading investments which are measured at FVPL					
Equity instruments	337,440,697	-	-	337,440,697	337,440,697
Unit trusts	72,799,280	-	-	72,799,280	72,799,280
Available-for-sale investments measured at FVOCI					
Government and state enterprise securities	-	1,148,622,357	-	1,148,622,357	1,148,622,357
Private debt securities	-	864,454,975	-	864,454,975	864,454,975
Equity instruments	334,914,986	-	225,578,174	560,493,160	560,493,160
Unit trusts	115,458,103	-	-	115,458,103	115,458,103
<u>Financial asset for which fair value are disclosed</u>					
Cash and cash equivalents	187,964,771	-	-	187,964,771	187,964,771
Accrued investment income	8,006,135	-	-	8,006,135	8,006,135
Held-to-maturity investments measured amortise cost					
Government and state enterprise securities	-	19,979,085	-	19,979,085	19,998,515
Deposits and certificate of deposits at financial institutions which are matured over 3 months					
	530,859,116	-	-	530,859,116	530,859,116
Loans and interest receivables	491,492	-	-	491,492	491,492

The fair value hierarchy of financial assets as at 31 December 2024 and 2023 presents according to Note 6.20 to financial statements.

The method used for fair value measurement depends upon the characteristics of the financial instruments. The Company establishes the fair value of its financial instruments by adopting the following methods and assumptions.

- (a) Financial assets maturing in the short-term, which consist of cash and cash equivalents, deposit at financial institutions, accrued investment income and other assets, their fair value is estimated based on the carrying amount presented in the statements of financial position.
- (b) The fair value of investments in debt instruments is generally derived from quoted market prices or determined by using the yield curve as announced by the Thai Bond Market Association.
- (c) Investments in marketable equity instruments have been presented at fair value by using market price. Investments in non-listed equity instruments are determined using generally accepted pricing model or approximated to their net book values if the fair value cannot be reliably estimated.
- (d) Investments in marketable unit trusts have been presented at fair value by using market price.
- (e) The fair value of fixed rate loans is determined by discounting the expected future cash flows by using the current market interest rate.

During the current year, there were no transfers within the fair value hierarchy.

Reconciliation of recurring fair value measurements of financial assets, categorised within Level 3 of the fair value hierarchy, are as follows.

	(Unit: Baht)
	Equity instruments
Balance as of 1 January 2024	225,578,174
Net loss recognised into other comprehensive income	(69,772,371)
Balance as of 31 December 2024	155,805,803

In 2024, the Company did not make any changes to the techniques for measuring the fair value of level 3 investments, and the impact of sensitivities to changes in the key assumptions used in measuring fair value, which include the discount rate and the risk adjustment rate, was not significant.

37. Capital management

The primary objectives of the Company's capital management is to ensure that it preserves ability to continue its business as a going concern and to maintain capital reserve in accordance with Notifications of the OIC.

38. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 14 February 2025.

Attachments

The Navakij Insurance Public Company Limited 56-1 ONE REPORT 2024

Attachments 1	266
Details of Directors, Executives, Chief Financial Officer, Person Supervising Accounting and Company Secretary	
Attachments 2	279
Details of subsidiary's director	
Attachments 3	280
Details of Heads of the Office of Internal Audit and the Office of Compliance	
Attachments 4	282
Details of assets for business operations	
Attachments 5	282
Corporate Governance Policy, Code of Conduct and Board of Directors and Subcommittees Charters	
Attachments 6	282
The Audit Committee's Report	

Attachment 1

Details of the Directors

Name Position / Date of Appointment	Age (year)	Highest Education Degree / Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Period	Working experience within 5 years	
						Position	Name of Agency/Company
Mr. Suchin Wanglee - Chairman of the Board - Director - Advisor to Investment Committee - Advisor to the Executive Board Date of Appointment: 29 April 1993 Latest re-election: 25 June 2020	89	- Bachelor of Engineering, Electronics Northrop Institute of Technology, USA Director and Executive Training Program - Directors Accreditation Program (DAP 105/2013) - Role of the Chairman Program (RCP 4/2001) Thai Institute of Directors Association - Thailand Insurance Leadership Program, class 2/2012 OIC Advanced Insurance Institute - Top Executive Program in Urban Green Bangkok Development Urban Green Development Institute - Top Executive Program in Commerce and Trade (TEPCOT) Commerce Academy - Capital Market Academy Program (Class 9/2009) Capital Market Academy - Executive Course Harvard University, USA	10.06	Father of - Dr. Saran Wanglee Son of Uncle - Mr. Vuttichai Wanglee Younger Uncle of - Mr. Phiphong Bisalputra Older uncle of - Ms. Jittinan Wanglee Younger Uncle of - Mr. Anak Wanglee - Mr. Anin Wanglee	2001-Present	Chairman of the Board	The Navakij Insurance Plc.
					1993-Present	Director	The Navakij Insurance Plc.
					Other Listed Company (3)		
					2021-Present	Chairman of the Nomination and Remuneration Committee	BTS Group Holding Plc.
					2010-Present	Director/ Member of the Audit Committee	BTS Group Holding Plc.
						Member of the Nomination and Remuneration Committee	
					2018-Present	Chairman	Thai Metal Drums MFG. Plc.
					1989-Present	Director	Thai Metal Drums MFG. Plc.
					2016-Present	Member of the Investment Committee	Thaire Life Assurance Plc.
					1999-Present	Chairman	Thaire Life Assurance Plc.
					2013-2024	Audit Committee	Sernsuk Plc.
					2012-2024	Chairman of the Remuneration Committee	Sernsuk Plc.
					2011-2024	Vice Chairman	Sernsuk Plc.
					2010-2024	Independent Director	Sernsuk Plc.
					1994-2019	Director	Varopakorn Plc.
					1978-2016	Director/ Chairman	Thai Reinsurance Plc.
					Other Business (14)		
					2024-Present	Chairman	Modified Starch Co.,Ltd.
					2024-Present	Chairman	Quality Starch Co.,Ltd.
					2024-Present	Chairman	SMS Corporation Co.,Ltd.
					2024-Present	Chairman	Pipatanasin Co., Ltd.
					2017-Present	Director	Pipatanasin Co., Ltd.
					2017-Present	Director/ Chairman	C.E.S. Co., Ltd.
					2017-Present	Director	Poon Phol Co., Ltd.
					2007-Present	Director	Aqua Infinite Co., Ltd.
					2006-Present	Director	Wanglee Pattana Co., Ltd.
					2005-Present	Director	Rajdamri Hotel Plc.
					1991-Present	Chairman	Rangsit Plaza Co., Ltd.
					1991-Present	Chairman	Lake Ratchada Co., Ltd.

Name Position / Date of Appointment	Age (year)	Highest Education Degree / Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Working experience within 5 years		
					Period	Position	Name of Agency/Company
Mr. Suchin Wanglee (Cont'd)					2022-Present	Chairman	The Pet Co., Ltd.
					1988-Present	Director	The Pet Co., Ltd.
					1982-Present	Chairman	Sathom Than Co., Ltd.
					1968-Present	Director	Wanglee Co., Ltd.
					2014-2021	Advisor to Chairman of the Board	The Falcon Insurance Plc.
					2008-2019	Director/ Chairman	T.J.I. Co., Ltd.
Mr. Phiphong Bisalputra - Director - Chairman of Investment Committee - Chairman of the Executive Board - Member of Risk Management Committee - Chief Executive Officer and President (Executive Director) Date of appointment: 25 April 2002 Latest re-election: 25 June 2020	61	<ul style="list-style-type: none"> - Master of Business Administration University of Hartford, USA - Director and Executive Training Program - Successful Formulation and Execution of Strategy (SFE 3/2009) - Director Certification Program (DAP 5/2003) - Thai Institute of Directors Association - Advanced Diploma in Security Management Program (3/2011) - The National Defence Course Class 57 - Association of National Defence College of Thailand Under The Royal Patronage of His Majesty The King - Business Revolution and Innovation Network (BRIN) (Class 5) - The Federation of Thai Industries 	0.47	<ul style="list-style-type: none"> - Son of Older Sister - Mr. Suchin Wanglee - Son of Aunt - Ms. Jittinan Wanglee - Dr. Saran Wanglee - Mr. Anak Wanglee - Mr. Anin Wanglee 	2014-Present	Chairman of the Investment Committee	The Navakij Insurance Plc.
					2014-Present	Chairman of the Executive Board	The Navakij Insurance Plc.
					2014-Present	Chief Executive Officer	The Navakij Insurance Plc.
					2008-Present	President	The Navakij Insurance Plc.
					2007-Present	Member of the Risk Management Committee	The Navakij Insurance Plc.
					2002-Present	Director	The Navakij Insurance Plc.
					Other Listed Company (2)		
					2019-Present	Director	Varopakorn Plc.
					2018-Present	Director/ Member of the Audit Committee/	Thai Metal Drum Plc.
					Member of the Nomination Committee		
					Other Business (12)		
					2021-Present	Director	Sai Nadda Co., Ltd.
					2017-Present	Director	TKI General Insurance Co., Ltd. (Lao PDR)
					2010-Present	Director	Thai General Insurance Association
					2008-Present	Director	Ban Ayothaya Co., Ltd.
					2007-Present	Director	Aqua Flow Co., Ltd
					2007-Present	Director	Thanapisal Co., Ltd.
					2002-Present	Director	Thana Nondzee Co., Ltd.
					1998-Present	Director	Dhanarat Co., Ltd.
					1997-Present	Director	Prapai and Sons Co., Ltd.
					1993-Present	Director	Rangsit Ruampatana Co., Ltd.
					1990-Present	Director	Thanasarn Sombat (Thai) Co., Ltd.
					1987-Present	Director	Thamrongsup Co., Ltd.
					2022-2023	Director	Thailand Insurance Institute
					2017-2023	Director	Thai Insurers Datanet Co., Ltd.

Name Position / Date of Appointment	Age (year)	Highest Education Degree / Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Working experience within 5 years		
					Period	Position	Name of Agency/Company
Gen. Montree Sungkasap - Independent Director - Chairman of the Remuneration, Nomination and Sustainable Development Committee - Member of the Audit Committee Date of appointment: 26 April 2022	75	- Master of Arts (Military) Command and General Staff College Director and Executive Training Program - Board Nomination and Compensation Program (BNCP 2021) - Director Certification Program (DCP 2018) - Advance Audit Committee Program (AACP 2018) - The Role of Chairman Program (RCP 2007) Thai Institute of Directors Association - The importance of audit committees in convincing confidence in the Thai capital market Stock Exchange of Thailand - Roles and Responsibilities of Directors and Executives of Listed Companies The Securities and Exchange Commission - Audit Committee Seminar 2024 EY Company Limited	None	None	2022-Present	Director	The Navakij Insurance Plc.
						Chairman of the Remuneration, Nomination and Sustainable Development Committee	The Navakij Insurance Plc.
						Member of the Audit Committee	The Navakij Insurance Plc.
					Other Listed Company (1)		
					2018-Present	Independent Director/ Chairman of the Audit Committee and the Remuneration and Nomination Committee	Starflex Plc.
Mr. Kiet Srichomkwan - Independent Director - Chairman of the Audit Committee Date of appointment: 23 November 1999 Latest re-election: 25 June 2020	88	- Bachelor of Business Administration Western New Mexico University, USA Director and Executive Training Program - Director Certification Program Update (DCPU 5/2015) - Role of the Chairman Program (27/2011) - Role of Nomination and Governance Committee (RNG 3/2012) - Monitoring the System of Internal Control and Risk Management (MIR 9/2010) - Monitoring Fraud Risk Management (MFM 2/2010) - Monitoring the Internal Audit Function (MA 7/2010) - Monitoring the Quality of Financial Reporting (MFR 9/2009) - Improving the Quality of Financial Reporting (QFR 4/2006)	0.12	None	2018-2022	Independent Director/ Chairman/ Chairman of the Risk Management Committee	NFC Plc.
					Other Business (2)		
					2011-2021	Advisor to the Board/ Member of the National Broadcasting and Telecommunication Commission	Office of the National Broadcasting and Telecommunications Commission (NBTC)
					2010-2019	Advisor to the Chairman of the Board	SC Group Co.,Ltd.
					2022-Present 1999-Present 2019-2022 2012-2019 1999-2022	Chairman of the Audit Committee Director Chairman of the Remuneration, Nomination and Corporate Governance Committee Member of the Remuneration Nomination and Corporate Governance Committee Member of the Audit Committee	The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc.
					Other Listed Company (1)		
					2016-Present	Director/ Member of the Audit Committee	VGI Global Media Plc.
					Other Business (8)		
					2003-Present	Chairman	Alinkij Siam Co., Ltd.
					2002-Present	Chairman	Toyota Petchaboon Toyota's Dealer Co., Ltd.
					1995-Present	Director	Pen Sook Co., Ltd.
					1990-Present	Director	Suan Petchaboon Co., Ltd.
					1988-Present	Director	Din Prasit Co., Ltd.

Name Position / Date of Appointment	Age (year)	Highest Education Degree / Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Working experience within 5 years		
					Peroid	Position	Name of Agency/Company
Mr. Kiet Srichomkwan (Cont'd) - Director - Advisor to Chairman of the Board - Chairman of the Risk Management Committee - Member of the Remuneration, Nomination and Sustainable Development Committee - Member of the Investment Committee	74	- Audit Committee Program (ACP 2/2004) - Finance for Non-Finance Director (FND 7/2003) - Director Accreditation Program (DAP 4/2003) - Director Certification Program (DCP 18/2002) Thai Institute of Directors Association - Top Executive Program in Commerce and Trade Commerce Academy (2/2009)			1988-Present 1987-Present 1977-Present	Director Director Chairman	Thai Petchaboon Co., Ltd. Suansilver Beach Co., Ltd. Benja Rungrueng Co., Ltd.
		Mr. Nipol T. Jeerawong - Director - Advisor to Chairman of the Board - Chairman of the Risk Management Committee - Member of the Remuneration, Nomination and Sustainable Development Committee - Member of the Investment Committee	0.17	None	2019-Present 2015-Present 2014-Present 2009-Present 1992-Present 2007-2014 2007-2014 1997-2007	Member of the Remuneration, Nomination and Sustainable Development Committee Member of the Investment Committee Advisor to Chairman of the Board Chairman of the Risk Management Committee Director Chairman of the Investment Committee Chairman of the Executive Board President	The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc.
Date of appointment: 29 April 1992 Latest Re-election: 25 April 2022					Other Listed Company (None)		
		- Director Certification Program Update (DCPU 5/2015) - Board Matters and Trend (BMT 2017) - Director Certification Program Refresher Course (RE DCP 1/2008) - Director Certification Program (DCP 18/2002) Thai Institute of Directors Association - The Executive Program in Energy Literacy for a Sustainable Future (Class 14) Thailand Energy Academy - Capital Market Academy Program (Class 13) Capital Market Academy - National Defence College, The State, Private Sector and Political Sector Course (Class 3) The Association of National Defence College of Thailand Under The Royal Patronage of His Majesty The King - Senior Executive Management Program (SEP-10) Sasin Graduate Institute of Business Administration, Chulalongkorn University - Insurance Management			2017-2018 2016-2017	Advisor to the Board of Directors Advisor to the Investment Committee Advisor to the Remuneration Committee Director Chairman of the Risk Management Committee Chairman of the Investment Committee	Eastern Water Resources Development and Management Plc. Eastern Water Resources Development and Management Plc.
					Other Business (2)		
					2018-2024 2016-2018	Independent Director Director	Ornsitin Co.,Ltd. Faculty of Liberal of Arts, Thammasat University

Name Position / Date of Appointment	Age (year)	Highest Education Degree / Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Working experience within 5 years		
					Period	Position	Name of Agency/Company
Mr. Nipol T.Jeerawong (Cont'd)		Scandia Management Program, Sweden - General and Advance Insurance Management Swiss Insurance Training Center, Switzerland					
Mrs. Wanida Chansikarin - Independent Director - Member of the Audit Committee Date of Appointment: 18 December 2019 Latest Re-election: 27 April 2021	64	Bachelor Degree in Accounting Rajamangala University of Technology - Bachelor Degree in Finance Sukhothai Thammathirat Open University - Diploma in Auditing Thammasat University Director and Executive Training Program - Audit Committee Program (ACP) - Director Accreditation Program (DAP) Thai Institute of Directors Association - Duties and Responsibilities of Director in the Context of Changing World - Corporate Governance Program for Insurance Companies Thai Institute of Directors Association and Office of Insurance Commission - Easy listening : Accounting for AC The Securities and Exchange Commission, Thailand - The Importance of the Audit Committee to the Confidence in the Capital Market The Stock Exchange of Thailand	0.01	None	2019-Present	Director/ Member of the Audit Committee	The Navakij Insurance Plc.
					Other Listed Company (1)		
					2018-Present	Chairman of the Audit Committee	Thai Metal Drums Plc.
					1999-2017	Member of the Audit Committee	Thai Metal Drums Plc.
					Other Business (7)		
					2018-Present	Director	STMS Agency Co., Ltd.
					2018-Present	Manager of Finance	STMS Co., Ltd.
					2007-Present	Director	Aqua Infinite Co., Ltd.
					2007-Present	Director	Aqua Flow Co., Ltd
					2004-Present	Director	STMS Co., Ltd.
Mrs. Phompun Phomprapha - Independent Director - Member of the Remuneration, Nomination and Sustainable Development Committee Date of appointment: 22 February 2022 Latest re-election: 26 April 2022	72	Diploma of Fine Art Marymount College, U.S.A. Director and Executive Training Program None	None	None	2022-Present	Director/Member of the Remuneration, Nomination and Sustainable Development Committee	The Navakij Insurance Plc.
					Other Listed Company (None)		
					Other Business (7)		
					N/A	Assistant to Managing Director	Siam Motor Co.,Ltd
					N/A	Managing Director	Thaworn Holdings Co.,Ltd
					N/A	Managing Director	Siample Co.,Ltd.
					N/A	Director	Bangkok Motor Works Co.,Ltd
					N/A	Director	Thonethavorn Paththana Co.,Ltd.

Name Position / Date of Appointment	Age (year)	Highest Education Degree / Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Working experience within 5 years		
					Period	Position	Name of Agency/Company
Mrs. Phornpun Phornprapha (Cont'd)					N/A	Director	Thawon Estate Co.,Ltd
					N/A	Director	Siam Country Club Co.,Ltd.
					N/A-2024	Director	Siam Auto Parts Co.,Ltd.
					2022-2023	Director	Siam International Corp.,Ltd.
Mr. Chan Soo Lee - Independent Director Date of appointment: 29 April 2003 Latest re-election: 23 April 2024 Date of resignation: 1 October 2024	65	- Bachelor of Engineering, Electronic & Computer National University of Singapore, Singapore Director and Executive Training Program - Director Accreditation Program (DAP 101/2013) Thal Institute of Directors Association	0.99	None	2003-2024	Director	The Navakij Insurance Plc.
					Other Listed Company (None)		
					Other Business (5)		
					2017-Present	Director	Sino Port Co., Ltd.
					2012-Present	Managing Director	Alphaia Pte. Ltd.
					2004-Present	Managing Director	TGLD Holdings Pte. Ltd.
Mr. Vuttichai Wanglee - Director Date of appointment: 29 April 1992 Latest re-election: 27 April 2021 Date of resignation: 23 April 2024	84	- Bachelor of Industrial Engineering Boston University, USA Director and Executive Training Program - Director Accreditation Program (DAP 93/2011) Thal Institute of Directors Association	1.74	Son of Younger Uncle - Mr. Suchin Wanglee	1992-2024	Director	Tha Navakij Insurance Plc.
					Other Listed Company (None)		
					Other Business (5)		
					2008-Present	Director	Chao Phaya Resort Ltd.
					1988-Present	Managing Director/ Director	Chatip Co., Ltd.
					1969-Present	Managing Director/ Director	Wanglee Co., Ltd.
Ms. Jittinan Wanglee - Director Date of appointment: 29 April 2003 Latest re-election: 23 April 2024	53	- Master of Business Administration Babson College, USA Director and Executive Training Program - Director Accreditation Program (DAP 63/2007) Thal Institute of Directors Association	0.68	Son of Younger Brother - Mr. Suchin Wanglee Son of Younger Uncle - Mr. Pliphong Bisalputra Son of Younger Uncle - Dr. Saran Wanglee Son of Uncle - Mr. Anak Wanglee - Mr. Anin Wanglee	2003-Present	Director	Barn Sathorn Nua Co., Ltd. Wanglee Pattana Co.,Ltd.
					The Navakij Insurance Plc.		
					Other Listed Company (None)		
					Other Business (11)		
					2023-Present	Director	Sathorn Than Co., Ltd.
					2019-Present	Co-MD, Business Group	Rangsit Plaza Co., Ltd.
					2017-Present	Director	Sino Port Co., Ltd.
					2015-Present	Director	Common view Co.,Ltd.
					2014-Present	Director	Pipatanasin Co., Ltd.
					2014-Present	Director	Poon phiphap Co., Ltd.
					2011-Present	Executive Vice President Business Development & Marketing	Rangsit Plaza Co., Ltd.
					2010-Present	Director	Shopping Center Services Co., Ltd.
					2010-Present	Director	Jitipat Co., Ltd.

Name Position / Date of Appointment	Age (year)	Highest Education Degree / Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Working experience within 5 years		
					Period	Position	Name of Agency/Company
Ms. Jittinan Wanglee (Cont'd)					2009-Present 2009-Present 2006-Present 2005-Present	Director Director Director Director	Thana Nondzee Co., Ltd. Somuedee Co., Ltd. Rangsit Plaza Co., Ltd. Rangsit IT Co., Ltd.
Dr. Saran Wanglee - Director (Executive Director) - Member of the Executive Board - Executive Vice President - Channel Management - Salesforce Management - Operational Support - Organization Development - Corporate Identity and Communications	44	- Doctor of Philosophy in Business Administration, Sasin Graduate Institute of Business Administration, Chulalongkorn University Director and Executive Training Program - Director Accreditation Program (DAP 168) - Financial Statements for Directors (FSD 28) - Board Nomination and Compensation Program (BNCP18) Thailand Institute of Directors Association - Top Executive Program in Commerce and Trade (TEPCOT), Class 13, Commerce Academy - Ultra Wealth Group, Class 3 Independent Organization - Thailand Insurance Leadership Program OIC Advanced Insurance Institute - Wealth Enhancement Program (WEP) Tisco Bank Plc. - Intermediate Certificate Course of Young Leadership in Democratic Governance King Prajadhipok's Institute - Senior Executives, Capital Market Academy (CMA), No.34 Association of Capital Market Academy (ACMA)	0.55	Son of - Mr. Suchin Wanglee Son of Younger Uncle - Mr. Phiphong Bisalputra Son of Older Uncle - Ms. Jittinan Wanglee Son of Younger Uncle - Mr. Anak Wanglee - Mr. Anin Wanglee	2019-Present 2015-Present 2016-2019	Director/ Executive Vice President Vice President of Business Development Assistant President	The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc.
Other Listed Company (None)							
Other Business (15)							
Date of appointment: 18 December 2019 Latest re-election: 25 June 2020					2024-Present	Director	Poonpipat Co., Ltd.
					2023-Present	Director	S T M S Co., Ltd.
					2020-Present	Director	Rangsit Plaza Co., Ltd.
					2017-Present	Director	TKI Investment Co., Ltd. (Lao PDR)
					2017-Present	Director	Sino Port Co., Ltd.
					2017-Present	Director	Sitthian Co., Ltd.
					2015-Present	Director	The Navasakol Co., Ltd.
					2015-Present	Director	Thanasam Sombat (Thai) Co., Ltd.
					2014-Present	Director	Nice Neighbourhood Corporation Co., Ltd.
					2013-Present	Director	United Indemnity Co., Ltd.
					2011-Present	Director	Lake Hatchada Co., Ltd.
					2011-Present	Director	Agro Polpack Co., Ltd.
					2008-Present	Director	Madame Pla Co., Ltd.
					2008-Present	Director	Aqua Flow Co., Ltd.
					2007-Present	Director	Aqua Infinite Co., Ltd.
Mr. Anak Wanglee - Director (Executive Director) - Chief Financial Officer - Executive Vice President, - Assets Management	48	- Master of Science in Information Systems Northeastern University, USA - M.A. in Economics Boston University, USA Director and Executive Training Program	0.2	Son of Older Brother - Mr. Suchin Wanglee Son of Younger Uncle - Mr. Phiphong Bisalputra Son of Older Uncle - Ms. Jittinan Wanglee	2014-2019	Director	The Falcon Insurance Plc.
					2023-Present	Director	The Navakij Insurance Plc.
					2019-Present	Member of the Executive Board Executive Vice President	The Navakij Insurance Plc.
					2015-Present	Member of the Risk Management Committee	The Navakij Insurance Plc.
					2014-Present 2014-Present 2015-2019	Member of the Investment Committee Vice President of Assets Management Dept. Assistant President	The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc.

Name Position / Date of Appointment	Age (year)	Highest Education Degree / Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Working experience within 5 years		
					Period	Position	Name of Agency/Company
Mr. Anak Wanglee (Cont'd) - Business Development - Information System - Finance - Member of the Risk Management Committee - Member of the Investment Committee - Member of the Executive Board Date of appointment: 10 May 2023	46	- Director Accreditation Program (DAP/209) Thai Institute of Directors Association - e-Learn CFO Refresher: ESG Issues Related to Business Strategies, Information Disclosure and Financial Reports of Listed Companies - e-Learn CFO Refresher Course on 'Preparing for Issues Finance, Investment, and Accounting Impacting Listed Companies' Stock Exchange of Thailand	0.3	- Dr. Saran Wanglee Older Brother - Mr. Anin Wanglee	Other Listed Company (None)		
					Other Business (8)		
					2023-Present	Independent Director Chairman of the Audit Committee Member of the Nomination and Remuneration Committee	Phattara Palm Oil Co.,Ltd
					2018-Present	Director	Thansam Sombat (Thai) Co., Ltd.
					2018-Present	Director	Proportunity Co.,Ltd.
					2017-Present	Director	Sino Port Co., Ltd
					2017-Present	Director	Poon Pipat Co., Ltd
					2015-Present	Director	The Navasakol Co., Ltd
					2007-Present	Director	Somnudee Co., Ltd
					2004-Present	Director	S&U Co., Ltd
					2011-2023	Director	Marco Technology Co.,Ltd.
Mr. Anin Wanglee - Director (Executive Director) - Executive Vice President, - Claims Management - Administrative - Acting Vice President of Claims Management - Member of the Executive Board Date of appointment: 10 May 2023	46	- Master of Business Administration Bently College, USA Director and Executive Training Program - Director Accreditation Program (DAP 119/2015) Thai Institute of Directors Association - Public-Private Sector Social Order Management Course No.11 Police College	0.3	Son of Older Brother - Mr. Suchin Wanglee Son of Younger Uncle - Mr. Pitiphong Bisalputra Son of Older Uncle - Ms. Jittinan Wanglee Younger Brother - Mr. Anak Wanglee	Other Listed Company (1)		
					2015-Present	Director/ Member of Audit Committee	Thai Metal Drums Mfgs. Plc.
					Other Business (7)		
					2024-Present	Director	Pipatasin Co.,Ltd.
					2019-Present	Director	Siththian Co., Ltd.
					2018-Present	Director	The Navasakol Co., Ltd
					2017-Present	Director	C.E.S. Co., Ltd.
					2014-Present	Director	Poonvanich Co., Ltd.
					2014-Present	Director	S&U Co., Ltd.
					2013-Present	Director	The United Indemnity Co., Ltd.
					Mr. Vuttiphol Wanglee - Director Date of appointment: 23 April 2024	49	- Master of Business Administration Babson College, USA
2024-Present	Director	Tha Navakij Insurance Plc.					
Other Business (4)							

Position / Name Date of Appointment	Age (year)	Highest Education Degree / Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Working experience within 5 years		
					Period	Position	Name of Agency/Company
Mr. Vuttiphon Wanglee (Cont'd)		Director and Executive Training Program - Director Accreditation Program (BNCP 221/2024) - Hot Issue for Director, Empowering Boards Enhancing Governance, Standards, an Financial Insights Thai Institute of Directors Association - ARAPLHD OPEX Technical Workshop Grade 1 Allianz AG Reinsurance Asia Pacific - Diploma in Direct Marketing The Institute of Direct Marketing Hospitality and Tourism Management Boston University - Six Sigma Black Belt Certification #12 Technology Promotion Association (Thailand-Japan)			2024-Present	Assistant Managing Director	Wanglee Co., Ltd.
					2020-Present	Director	Chaitip Holding Co., Ltd.
					2005-Present	Director	Bam Sathorn Nua Co., Ltd.
					2005-Present	Director/ Assistant Managing Director of Production	Chaitip Co., Ltd.
Mr. Pramon Sutthong - Director Date of appointment: 12 November 2024	86	- Master of Science (Mechanical Engineering) University of Kansas, USA Director and Executive Training Program - Audit Committee Program (ACP 45/2013) - Role of the Compensation Committee (RCC 9/2009) - Directors Accreditation Program (DAP 6/2003) - The Role of Chairman (RCM 4/2001) Thai Institute of Directors Association - Advance Management Program Harvard Business School, USA	0.09	None	2024-Present	Director	Tha Navakij Insurance Plc.
					Other Listed Company (None)		
					Other Business (9)		
					2024-Present	Director	Thai-Japanese Association
					2023-Present	Advisor	Mitsubishi Electric Corporation Asia Corporate Office
					2023-Present	Honorary Advisor	Councils of The University of The Thai Chamber of Commerce
					2019-Present	Chairman	The Thai Chamber of Commerce Foundation (TCCF)
					2018-Present	Chairman	Anti Corruption Organization of Thailand Foundation
					2015-Present	Chairman	Toyota Thailand Foundation
					2011-Present	Honorary Advisor	The Thai Chamber of Commerce and Board of Trade of Thailand
					2005-Present	Advisor	Slam Cement Foundation
					1998-Present	Chairman	Slam Compressor Industry Co., Ltd.

Details of Executives

Name	Age (Year)	Highest Education Degree/ Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Period	Position	Working experience with 5 years
Mrs. Nalina Bodharamik - Executive Vice President, Underwriting and Risk Management - Member of the Risk Management Committee - Member of the Executive Board Commence in Year 2009	54	- Master of Business Administration University of West Florida, USA Training Program - ESG-related risks and management: A practical guide for listed companies Stock Exchange of Thailand - TFRS 17 Workshop for Insurance Businesses (No. 2/23) 2023 Thailand federation of accounting professions (TFAC)	None	None	2018-Present 2014-Present 2013-Present 2010-Present 2009-2013 Other Listed Company (None) Other Business (None)	Acting Vice President of Office of Risk Management Member of the Risk Management Committee Executive Vice President Member of the Executive Board Assistant President	The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc.

Details of the Person Supervising Accounting

Name	Age (Year)	Highest Education Degree/ Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Period	Position	Working experience with 5 years
Mrs. Maysa Suntranusorn - The person supervising accounting *qualifications and conditions in accordance with the rules prescribed in the notification of the Department of Business Development.* - Assistant Vice President of Finance Department Commence in Year 1993 Date of Appointment: 1 July 2021	53	- Bachelor Degree in Accounting Bangkok University Training Program - Preparing for the Scope of Auditing Processes in Parallel Financial Statement Preparation and Disclosure/XML for Non-Life Insurance Companies under TFRS 17 in Practical Implementation - International Financial Reporting Standard 17 on Insurance Contracts (IFRS 17) and Connection to Risk Management - Thai Financial Reporting Standard 9 (TFRS 9) Financial Instruments for Non-Life Insurance Companies - Provision for Impairment of financial Instruments (TFRS9) - Accounting Tools, AI, RPA, OCR Technology and	None	None	2024-Present 2018-2024 Other Listed Company (None) Other Business (None)	Assistant Vice President of Finance Department Senior Manager of Finance Department	The Navakij Insurance Plc. The Navakij Insurance Plc.

Position / Date of Appointment	Name	Age (year)	Highest Education Degree / Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Working experience within 5 years	
						Period	Position
Ms. Charuwan Chabchamrun (Cont'd)			<p>ESG-related risks and management: A practical guide for listed companies</p> <p>Stock Exchange of Thailand</p> <ul style="list-style-type: none"> - Disclosure of Sustainability Report According to ISSB - The Corporate Responsibility to Respect Human Rights <p>Material Transactions (MT) and Transactions Guidelines</p> <ul style="list-style-type: none"> - Improvement <p>Guiding principles for enhancing sustainability disclosure</p> <ul style="list-style-type: none"> - in line with standards <p>International Sustainability Standards Board (ISSB)</p> <p>The Securities and Exchange Commission</p> <ul style="list-style-type: none"> - CGR Workshop 2024 - CGR Workshop 2025 <p>Thai Institute of Directors Association and Stock Exchange of Thailand</p> <ul style="list-style-type: none"> - Grabbing Opportunity to Sustainable Growth - Issuer Portal and SETLink Training 2025 <p>Thailand Securities Depository Co.,Ltd.</p> <ul style="list-style-type: none"> - Organizing Board of Director Meeting <p>Thai Company Secretary Club</p> <ul style="list-style-type: none"> - Board Retreat and NED Meeting - AGM Notice / Board Resolution - Roles and Responsibilities of the Company Secretary - Preparation of 56-1 One Report* CS Knowledge Sharing 3/2024 - CS Knowledge Sharing 4/2567, Proceeds for Organizing a Shareholder Meeting <p>Thai Listed Companies Association</p> <ul style="list-style-type: none"> - AGM Checklist Training 2024 <p>Thai Investors Association</p> <ul style="list-style-type: none"> - Interest Reports and Inside Information Policy - Guidelines for Disclosing ESG Report and Corporate - Submitting Information Regarding Company Shareholding Structure and Proportions Meeting 				

Name Position / Date of Appointment	Age (year)	Highest Education Degree / Training Program	NKI Shareholding (percent)	Family Relationship between directors and executives	Working experience within 5 years		
					Period	Position	Name of Agency/Company
Ms. Charuwan Chabchamrun (Cont'd)		Governance for the Non-Life Insurance Companies Office of Insurance Commission - Foster an Innovative Environment of Drive Positive Change Thai General Insurance Association					

Attachment 2

Detail of subsidiary's director

The Company does not have any subsidiary.

Attachment 3

Details of Head of the Office of Internal Audit

Name	Age (Year)	Education / Training Program	% of Share Possession	Family Relationship among Directors / Executives	Working Experiences	
					Time Period	Position
Mr. Phisit Photsoetan Vice President, Office of Internal Audit	57	Bachelor of Accounting Chiang Mai University Training Program - Certified Professional Internal Audit of Thailand (CPIAT) The Institute of Internal Auditors of Thailand - Insurance Management Development Program Thai General Insurance Association	None	None	2015-Present	Vice President, Office of Internal Audit
					2013-2014	Assistant Vice President, Office of Internal Audit
					2006-2013	Finance and Accounting Manager
					1995-2006	Assistant Vice President, Finance and Accounting Dept.
						The Navakij Insurance Plc. The Navakij Insurance Plc. Bangkok Thonburi Insurance Plc. Thai Commercial Insurance Plc.

Details of Head of the Office of Compliance

Name	Age (Year)	Education / Training Program	% of Share Possession	Family Relationship among Directors / Executives	Working Experiences	
					Time Period	Position
Ms. Charuwan Chabochamrun Senior Vice President Office of Compliance	54	Bachelor of Arts Chulalongkorn University Training Program - Insurance Management Development Program Thai General Insurance Association - Compliance for Insurance Business Chula Unisearch - Anti-Money Laundering and Combating the Financing of Terrorism Standards for those who have a duty to report - PDPA for Insurance Business	None	None	2022-Present	Senior Vice President, Office of Compliance and Office of President
					2014-Present	Company Secretary
					2014-Present	Vice President, Office of Compliance
					2014-2022	Vice President, Office of President
					2009-2014	Vice President, Administrative Dept.
						The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc. The Navakij Insurance Plc.

Name	Age (Year)	Education / Training Program	% of Share Possession	Family Relationship among Directors / Executives	Working Experiences	
					Time Period	Position Company
Ms. Charuwan Chabhamrun (Cont'd)		<ul style="list-style-type: none"> - Personal Data Protection Act, B.E. 2562 Training Course Office of Insurance Commission (OIC) - Road to Certify 3/2023 (Anti-Corruption Assessment Version 4) Thai Institute of Directors - Sustainable Innovation : How Equality Drives Business Transformation and Foster an Innovative Environment to Dive Positive Change" - Thai General Insurance Association - Going Forward 2023: Complaints Management under PDPA Office of the Personal Data Protection Commission (PDPC) 				
		<ul style="list-style-type: none"> - The Explanations on Legal Information and Regulations Related to the Revised Non-Life Insurance Business Thai General Insurance Association - ESG Seminar for Insurance Business: Risk Management Approaches for Climate change and Insurance Company Date Disclosure Office of Insurance Commission (OIC) 				

Note: Duties and responsibilities of Head of the Office of Internal Audit and Head of the Office of Compliance show in 7.6 Other Information

Attachment 4

Assets for business operations

Details are presented in “1.1.2 (4) Assets for Business Operations”

Attachment 5

Corporate Governance Policy, Code of Conduct and Board of Directors and Subcommittee Charters

Corporate Governance Policy

<https://www.navakij.co.th/public/core/uploaded/documents/f75d37e4394b61d36f1c1a3a82861f28.pdf>

Code of Conduct

<https://www.navakij.co.th/public/core/uploaded/documents/35b4ac082fc231c5c8140bdc97902814.pdf>

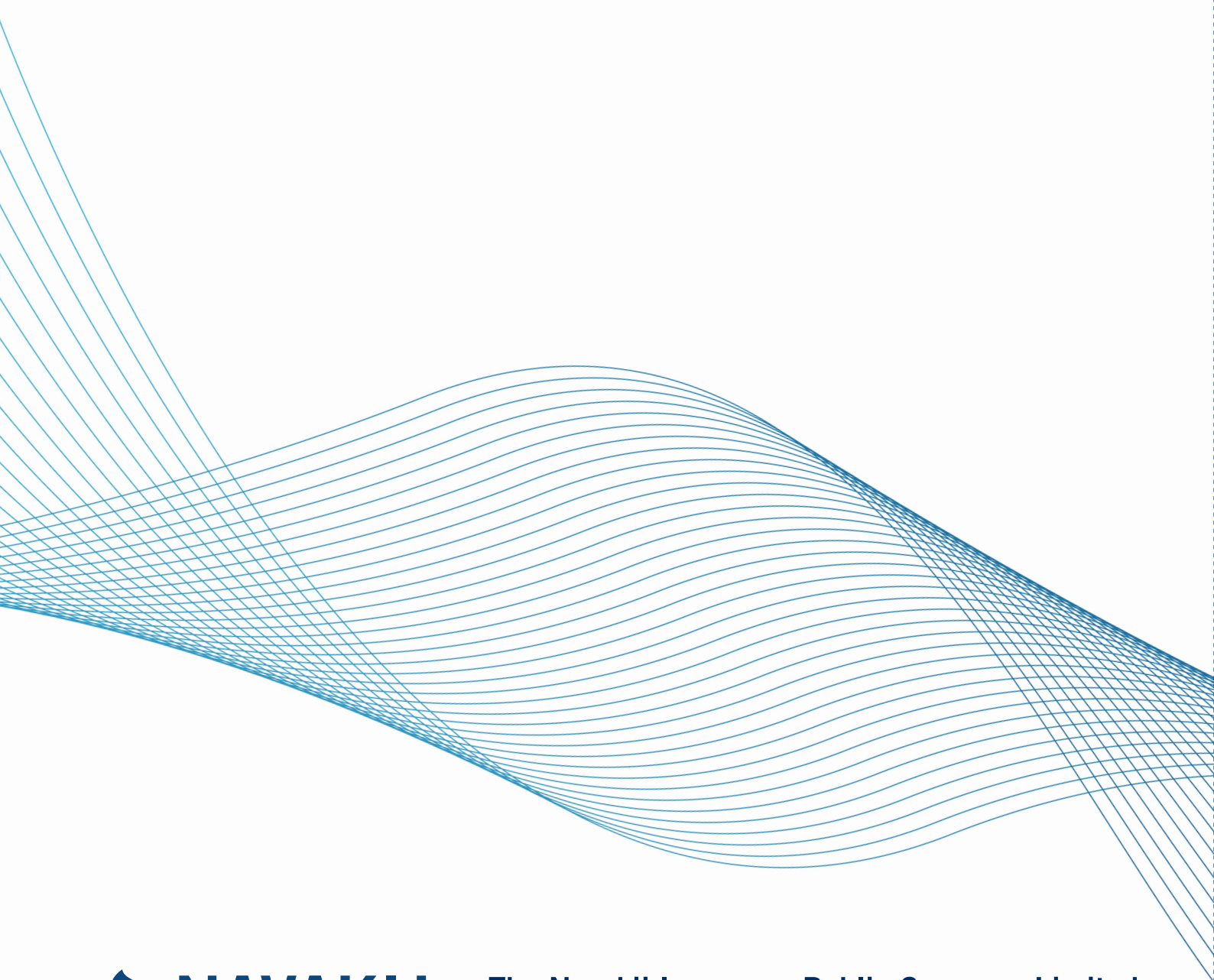
Board of Director and Subcommittee Charter

<https://www.navakij.co.th/en/sustainability/charters-and-definition-of-independent-director>

Attachment 6

The Audit Committee’s Report

Details are presented in “The Audit Committee’s Report”



The Navakij Insurance Public Company Limited

Head Office : 100/47-55, 90/3-6 Sathorn Nakorn Building,
North Sathorn Road, Silom, Bangrak, Bangkok 10500.
Tel : +66 2664 7777, +66 2636 7900