

Employee Compensation and Benefit Practice Guidelines

Objectives

Bangkok Commercial Asset Management Public Company Limited (“The Company”) recognizes the importance of employee compensation and has formulated the compensation policy to ensure that the Company is able to build motivation and retain employees with good potential and favorable performance as well as efficiency under the rapidly changing circumstances and intensifying business competition at present. This also ensures that employees are provided with appropriate compensation rates on a par with those of industry peers, aiming to boost employee morale to deliver performance that brings the Company toward a secure growth.

Components of Compensation

The Company’s compensation consists of the following components:

- Salary
- Annual performance-based bonus
- Incentive
- Welfare packages, such as provident fund
- Severance pay in case of termination of employment (according to the Labor Protection Act)

Salary

Determination of salary is based on the job position, role, duties and scope of responsibilities of each employee, taking into account relevant experience for performance of such duties. Salary increase is considered with reference to the Company’s operating results, both short- and long-term, and inflation rate in conjunction with each individual employee’s performance level, competence in performing duties, determination, dedication and perseverance respectively.

Annual performance-based bonus

Bonus payment is made on a yearly basis, aiming to motivate and reward the employees whose performance achieves the targets set forth. The bonus payment budget is in line with the Company’s operating results according to the overall targets and performance of departments.

The overall targets of the Company and departments are considered mainly from the achievement of the operation according to the balanced scorecard anchored on four perspectives, i.e. finance, customers, business processes and learning & growth, to enhance confidence in the Company’s sustainable growth. Each department’s operation targets are set in alignment with its respective scope of responsibilities.

Bonus payment to each employee is considered based on each individual performance. The scores and weighted averages in the performance evaluation take into account the following factors:

- Key performance indicators
- Key behaviors based on core competency of the Company
- Disciplinary and organizational behaviors

Incentive

Incentive which is paid quarterly according to the Company's debt collection is a reward to motivate the employees to work collaboratively and consistently with one another. The payment budget is based on the achievement in income generation or debt collection by the Company and the employees designated to receive additional payment proportionally based on their roles, duties and scope of responsibilities.

Welfare packages

The Company considers providing welfare to the employees based on the employment contract, industry best practice, and the employees' roles and positions. At present, the Company provides the employees with the following welfare packages:

- Provident fund
- Life insurance and accident insurance
- Medical expense and medical room
- Annual health check-up
- Get-well basket
- Financial support for children education
- Financial support for funeral
- Training/employee development
- Master's degree scholarship

Severance pay in case of termination of employment pursuant to the Labor Protection Act

In summary, the Company considers compensation for its employees and contract employees according to the principles stated under each compensation composition. Adjustment of the amount for each component is based on the growth rate of the operating results, both income and profits, in each year which is in alignment with short-term operating results. The performance is also measured based on each perspective of the balanced scorecard in order to ensure achievement of the Company's long-term operational goals.