

Make it
Work for
Everyone



About This Report

Objective

This report was prepared with the objective of disclosing progress and performance on workplans relating to material environmental, social, and governance issues in 2020.

Reporting scope

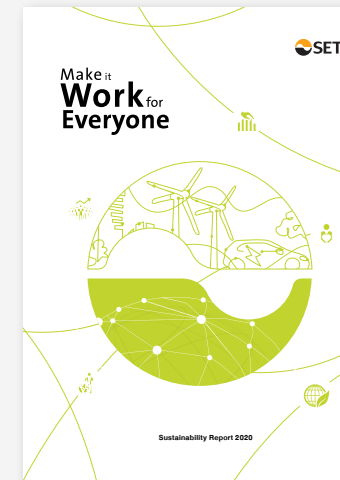
This report covers SET's performance from the period between 1 January to 31 December 2020. The reporting scope is in accordance with SET's material sustainability topics analysis, which aligns with its strategy and expectations of stakeholders across the capital market value chain.

SET has collected performance data from internal units and parties relevant to the scope of this report. Information has been

gathered from documents whose accuracy has been ensured or externally verified, or from reputable data sources such as SETSMART and the SET website. Nevertheless, SET reviews the content and reporting scope of this report annually to ensure that its contents continue to align with the present state of affairs and external environment.

Reporting approach

This report has been prepared in accordance with the GRI Standards: Core option and the UN Sustainable Development Goals (SDGs). This report is referred to as a "Sustainability Report," and is published annually in print and electronic formats, the latter of which is available on SET's website and social media channels.



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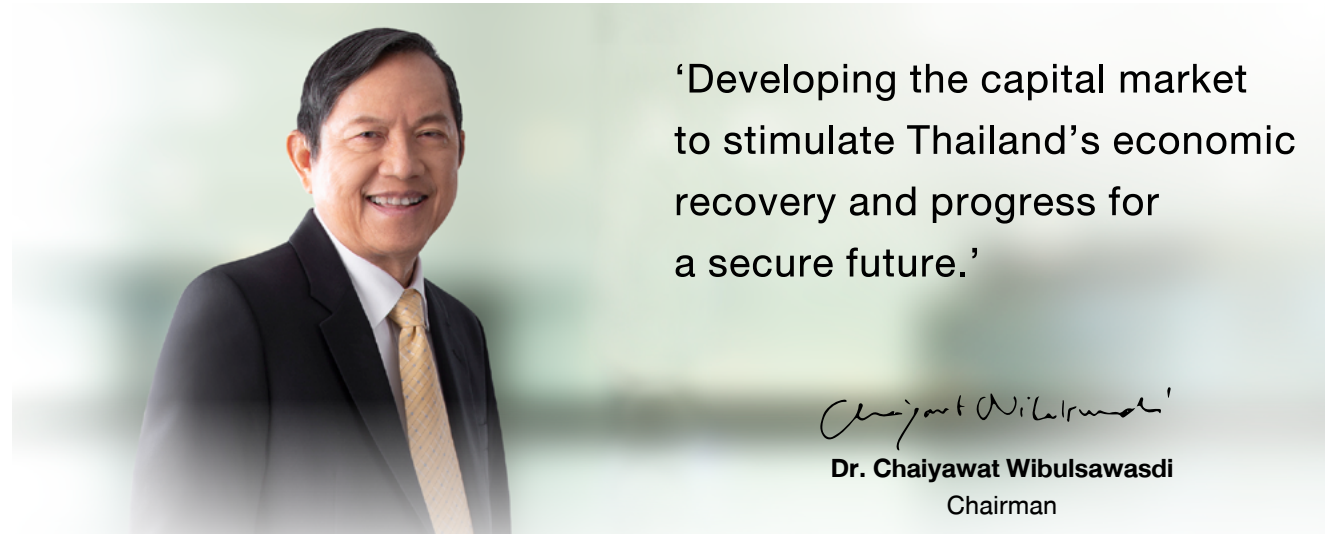
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Message from the Chairman



Although the spread of the COVID-19 pandemic created significant pressure on the Thai capital market in 2020, the Stock Exchange of Thailand’s (SET) Board of Governors was prepared to respond and adjusted its strategy promptly to manage the situation. In particular, the Board oversaw the safety of all staff and IT security to ensure that the capital market could continue to operate amid the crisis.

Covid-19 Response

The SET is the center for securities trading and services for related parties in the capital market. As the Board recognized that the COVID-19 pandemic has unavoidably affected the SET’s operations, it identified strict measures to prevent virus transmissions and readied trading systems to respond to the crisis in line with Business Continuity Plans (BCP). At the same time, it established measures to care for stakeholders, which included adjusting Circuit Breaker conditions to give investors additional time for decision-making amid high fluctuations in the market, and reducing annual fees to ease the burden on listed companies while economic activities were halted.

Adapting the Capital Market for the Digital Era

Despite the COVID-19 crisis having severely affected all sectors in the past year, rapid technological changes continue to push businesses to adapt for their survival. Such changes have been especially visible during COVID-19, as it has accelerated the adoption of technology in our daily lives. In capital markets, this has been seen in the move towards digital investment transactions. Therefore, the SET established SET Venture Holding Co., Ltd.

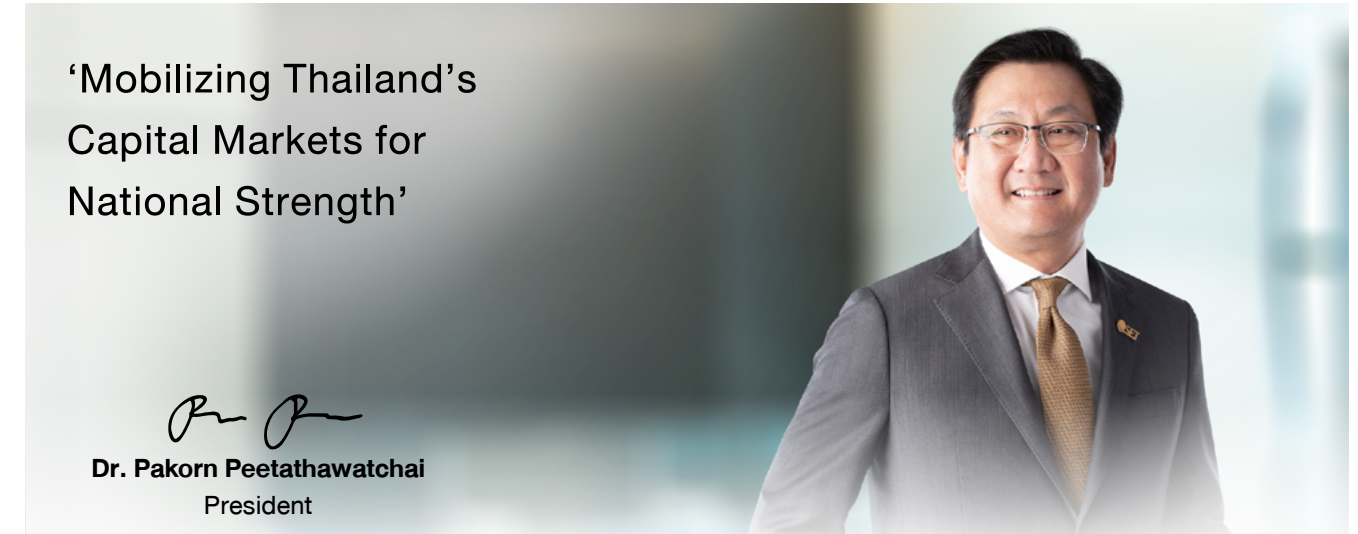
with the aim of supporting infrastructure and innovations that will enable the growth of a digital capital market in the future. Meanwhile, the SET Board of Governors has ensured that this new business is equipped with effective internal controls and risk management systems that respond to the needs of, and instill confidence among, stakeholders and other businesses in the SET.

Mobilizing the Capital Market with Good Governance

The world encounters economic, social, and environmental changes every day that are hard to predict. To prepare for future challenges, the SET is focused on equipping people with news skills, welcoming digital businesses, and increasing the capabilities of the Thai capital market with technologies that improve competitiveness and build resilience against rapid change. Simultaneously, the SET has also continued to promote sustainable development principles in the capital market so that the SET and companies within the capital market have transparent, effective, and adequate governance systems, and consider stakeholders across the entire value chain.

On behalf of the SET Board of Governors, I wish to thank all of our stakeholders who have joined the SET in safeguarding the potential of the Thai capital market throughout this crisis. In 2021, the SET will continue to develop the organization under our vision “To Make the Capital Market Work for Everyone” by remaining cognizant of good governance principles and sustainable development. I am confident that the cooperation of all sectors will help the capital market overcome difficulties and lead the Thai economy towards recovery and a stable future.

Message from the President



Over the past 47 years, the Stock Exchange of Thailand faced numerous crises due to fast-changing economic, social, and environmental conditions. All of these challenges have taught the SET how to adapt. In 2020, the world faced a major challenge from the COVID-19 pandemic, which caused serious and unprecedented impacts on the economic system and societies. To respond to this, the SET implemented its Business Continuity Plan to closely monitor and contain the spread of COVID-19 and ensure the continuity of its operations.

Employee Safety is Our Priority

The SET places the utmost importance on the safety of all employees and staff to ensure that everyone is able to perform their duties in a safe environment. Screening checkpoints have been set up, building areas are regularly cleaned and have been reconfigured to follow social distancing measures, and employees’ health and hygiene are maintained. The organization has supported a work-from-home policy and arranged appropriate welfare benefits, including the transport and delivery of computers and other necessary work equipment to employees’ homes. Additionally, the organization has encouraged employees to use technology in their work and communicate more often, while appropriate risk control measures and management systems have also been put in place.

Leading the Business with Human Resources and Technology

As the changes brought on by the pandemic have heightened the role of technology within businesses, the SET has strived to ensure that its employees are equipped with knowledge on new innovations and are prepared to respond to technological

disruptions. It has formed partnerships to expand business opportunities and develop infrastructure in support of future capital market growth. This included, for example, the development of a digital assets platform and digital finance and investment services.

Responding to Trends in Sustainable Capital Market Development

As the world addresses the significant changes that are affecting business survival and risks in the investment sector, capital markets around the world are recognizing the need to include Environmental, Social, and Governance (ESG) issues in investments decisions. The SET has continuously encouraged listed companies to develop and improve upon their ESG performance in a tangible way, and to participate in the Thailand Sustainability Investment (THSI) assessment. In 2020, 124 companies were selected for inclusion in the THSI List, accounting for 69% of total market capitalization. Additionally, Thai listed companies have demonstrated outstanding sustainability performance globally, as seven listed companies were ranked as Industry Leaders in seven industry sectors of the Dow Jones Sustainability Indices (DJSI). Within ASEAN, Thailand also has the highest number of listed companies on international sustainability indices including the DJSI, FTSE4Good, and MSCI ESG. Moreover, the SET has collaborated with global service partners such as Arabesque and Vigeo Eiris to share information on ESG Ratings and promote sustainable investment.

Lastly, on behalf of the SET, I strongly hope for the continued support of market participants in strengthening the capital market and preparing Thailand for all future challenges.

Vision

To Make the Capital Market “Work” for Everyone

The capital market is an integral tool for economic growth and should not be privileged to only a specific group of people. We are committed to ensuring that the capital market benefits all stakeholders. We believe quality business growth will reinforce national strength, and subsequently lead to the betterment of Thais’ quality of life. Such is what we have envisioned and are committed to realizing.

Mission

- 1 To “plant” state-of-the-art financial Platform Development that is both innovative and accessible to customers locally, regionally and globally.
- 2 To innovatively “grow” Product Development that not only caters to market needs, but also resonates with sustainable growth.
- 3 To “foster” People Development to ensure that our people will be best equipped with business competencies and professional integrity.

- 4 To “implant” an Inclusive Growth Approach that will enable us to perform as the best business partners and social supporters.
- 5 To continuously “cultivate” ourselves and our stakeholders by investing in Knowledge Management – creating, sharing and generating knowledge as part of a sustainable and tangible asset.

About SET

- The Stock Exchange of Thailand (SET) is a juristic entity established in 1974 under the Securities and Exchange Act B.E 2535. It is a self-governing financial institution serving as a fundraiser for businesses and channel for public savings.
- SET is a one-stop center for the purchase and sales, clearing and settlement, depository and registration of securities, facilitated by state-of-the-art innovation. SET is unflinching in our considerations for environmental and social impacts, as well as good governance.
- SET serves as a knowledge and development center for the capital market, covering finance and investment to capacity building for entrepreneurs and the development of securities issuers. SET’s role also includes disseminating research to benefit the capital market and general public.
- SET has one office, which is located at 93, Ratchadaphisek Road, Din Daeng, Bangkok, 10400, Thailand.

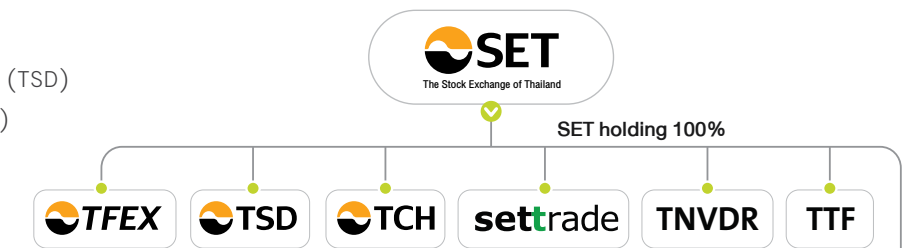
SET’s Business

The SET group consists of SET and its subsidiaries whose businesses can be categorized into two main business functions as detailed below:

Core Exchange Function

The business function is directly associated with the SET business as stipulated in the Securities and Exchange Act. This function comprises the following SET subsidiaries and affiliates:

- (1) Thailand Future Exchange PCL (TFEX)
- (2) Thailand Securities Depository Co., Ltd (TSD)
- (3) Thailand Clearing House Co., Ltd (TCH)
- (4) Settrade.com Co., Ltd. (settrade)
- (5) Thai NVDR Co., Ltd (TNVDR)
- (6) Thai Trust Fund Co., Ltd (TTF)

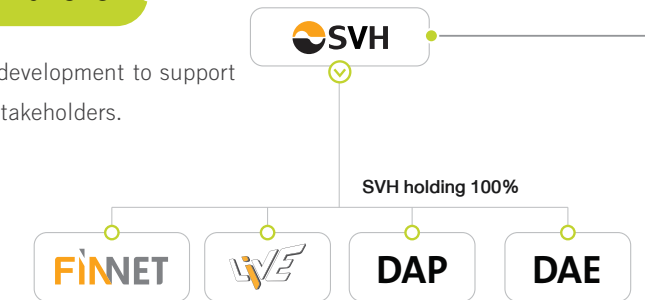


New Business & Infrastructure Development Function

The function focuses on business related to infrastructure development to support SET business and build foundation for the capital market stakeholders.

The function consists of the following SET subsidiaries:

- (1) SET Venture Holding Co., Ltd. (SVH)
- (2) Finnet Innovation Network Co., Ltd. (FinNet)
- (3) Live Fin Corp Co., Ltd. (LiVE)
- (4) Digital Access Platform Co., Ltd. (DAP)
- (5) Thai Digital Assets Exchange Co., Ltd. (TDX)



SET's Value Chain

SET acts as an intermediary in the capital market, connecting high-potential entrepreneurs to funding for business development and expansion. We also develop channels to enable investors and the public to invest in diverse securities and financial products, to help generate returns on investment. As all sectors come to realize stable and quality growth, positive impacts will be cascaded to the economy, for example through an expanded employment rate, higher consumer purchasing power, and active cashflows in the economy. Such scenarios also ensure liquidity and investments in basic infrastructures that will elevate the quality of life for society as a whole.

SET is therefore committed to offering diverse products, services and investment innovations that respond to the needs of all sectors, as well as to enhancing the efficiency and transparency of corporate and capital market governance systems. Benefits to stakeholders, society and the environment are considered across every stage of the business process, from securities registration to promoting knowledge on finance and investment to the public.



Fundraising



Startups and business owners

- Provide advice and recommendations on access to funds
- Promote learning and tools for accessing funds



Companies preparing for IPO

- Provide advice and recommendations prior to listing
- Offer listing services



Listed companies

- Provide advice and recommendations on business development
- Promote learning and financial tools for business development

Market Surveillance



Securities and Exchange Commission (SEC)

Ensure compliance with rules, regulations and requirements so that securities trading functions smoothly, correctly, and transparently.

Investment



Domestic and foreign institutional investors

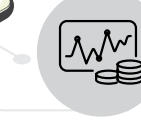
- Offer information services on investment and the capital market
- Promote responsible investment



Retail investors and potential investors

Promote financial and investment knowledge

Intermediaries



Intermediaries

- Securities trading services
- Post-trade services
- Enhance the knowledge of securities professionals



Capital market associations

Jointly collaborate to promote the quality and sustainable growth of the capital market ecosystem

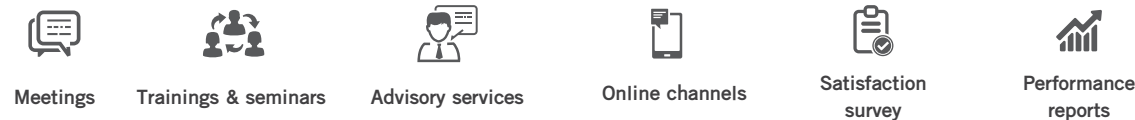
SET's Stakeholders

SET works with stakeholders as sustainable partners, engaging with them through numerous, easily accessible communications and feedback channels, online and offline. SET will analyze the information and opinions of each stakeholder group in order to understand their expectations and identify solutions to appropriately address their diverse needs.

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Stakeholders	Stakeholders' Expectations	Examples of Engagement
Listed Companies and Entrepreneurs <ul style="list-style-type: none"> Companies listed in SET and the Market for Alternative Investment (mai) Businesses with potential and interest in listing on the Exchange 	<ul style="list-style-type: none"> Convenient and easy access to funding resources Fundraising tools and quality development approaches suited to each business Capacity building to enhance businesses' competitiveness and sustainable growth Stakeholders' trust, particularly investors Information, news and services that are convenient, timely and accurate 	<ul style="list-style-type: none"> Develop fast and efficient digital service channels Offer learning and advice for entrepreneurs interested in fundraising through the numerous channels available in the capital market Offer learning and advisory services to employees of listed companies, such as accounting and finance personnel, investor relations personnel, and on Environmental, Social and Governance (ESG) issues Support online and offline communication channels between listed companies and investors, such as Opportunity Day, Thailand Focus, SET in The City and Money Expo Survey and receive feedback and recommendations
Intermediaries <ul style="list-style-type: none"> Securities firms Asset management firms Securities professionals, such as investment consultants, investment analysts, and investment planners 	<ul style="list-style-type: none"> Efficient securities trading system, which also helps to reduce costs Rules and regulations that are appropriate for business operations; securities trading processes and regulations with reduced redundancy A diverse range of financial products and services Increased number of quality investors Highly competent professionals 	<ul style="list-style-type: none"> Develop a modern and efficient trading and payment system, as well as post-trading services Develop investment products that are diverse and responsive to needs Continuously develop the knowledge of securities professionals Develop digital systems for intermediaries, such as the Prof. Link application for renewing the licenses of securities professionals Survey and collect feedback and recommendations
Investors <ul style="list-style-type: none"> Retail investors Institutional investors Foreign investors 	<ul style="list-style-type: none"> Reasonable and regular returns on investment Low capital costs and low investment risks Diverse and good quality investment choices Efficient and transparent trading processes and systems Easily accessible and sufficient knowledge and information for investment decisions 	<ul style="list-style-type: none"> Develop diverse, convenient, real-time, and efficient investment channels Provide integrated information services on investments and the capital market through convenient and accessible digital channels Continuously develop investors' knowledge Support online and offline communication channels between listed companies and investors, such as Opportunity Day, Thailand Focus, SET in The City and Money Expo

Stakeholder Engagement Channels

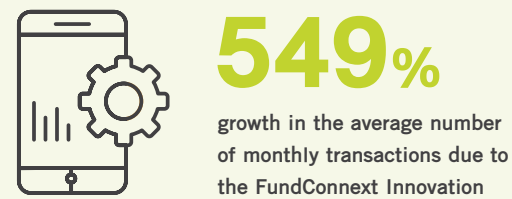
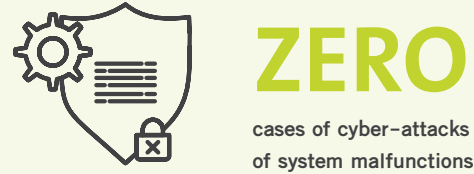
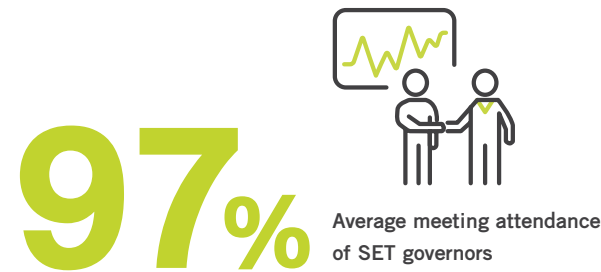


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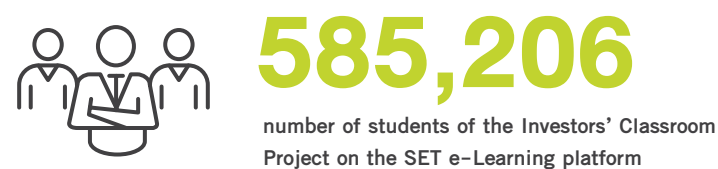
Stakeholders	Stakeholders' Expectations	Examples of Engagement
Employees Executives and employees of SET Group	<ul style="list-style-type: none"> Job security and career advancement Communications between management and employees Personal development and a work environment that is conducive to learning Work-life balance 	<ul style="list-style-type: none"> Develop individual development plans for employees at all levels in alignment with the business development direction, across both online and offline learning channels Promote employees' occupational health and quality of life through work from home / remote working measures, social distancing, and rigorous hygiene protocols in buildings and offices Promote employee communication and engagement through offline channels such as SET's Employee Club and Welfare Committee, and online channels such as Facebook, Line, and virtual meetings.
Regulators and Government <ul style="list-style-type: none"> The Securities and Exchange Commission (SEC) Public sector agencies 	<ul style="list-style-type: none"> Compliance with the Securities and Exchange Act Support for public policies 	<ul style="list-style-type: none"> Collaborate to develop rules and mechanisms that enhance the efficiency of capital market governance Promote engagement through meetings and by receiving feedback from relevant agencies
Capital market associations and civil society <ul style="list-style-type: none"> Capital market associations Press and media Educational institutions General public Social enterprises Foundations and community groups or networks 	<ul style="list-style-type: none"> Collaborate to determine ways of achieving mutual growth for capital market agencies and businesses Efficient and inclusive access to news and information on the movements of organizations and the capital market Promote finance and investment knowledge for youths and the general public Promote the quality growth of social enterprises Contributions to social development 	<ul style="list-style-type: none"> Organize events, participate in meetings, and provide financial support for the activities of capital market associations Organize the monthly SET Talk to inform the press and media about movements of the organization and capital market Promote financial and investment learning centers through the Maruey Library and INVESTORY Museum, on both offline and online formats Develop the SET Social Impact Platform to link the private sector, civil society, and social enterprises to collectively push for positive social and environmental change Support and engage in social development through the SET Foundation

2020 Performance Highlights

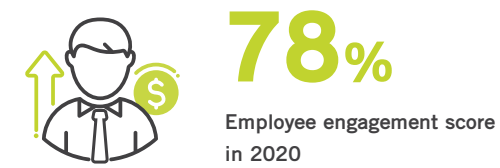
Sustainability Management



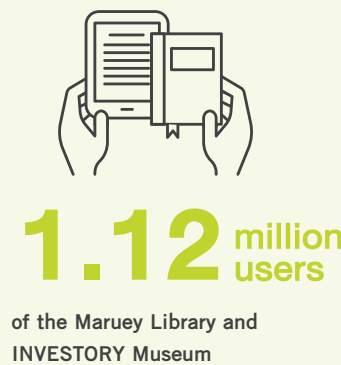
Market Growth



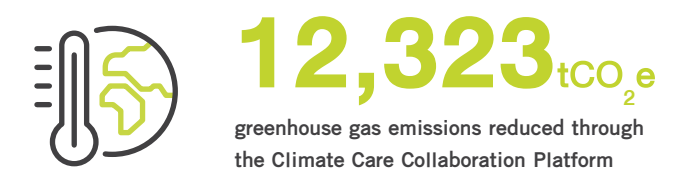
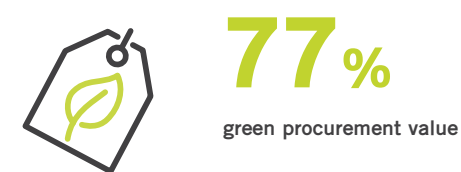
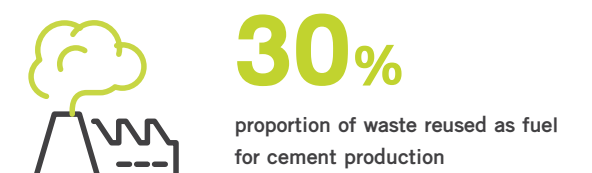
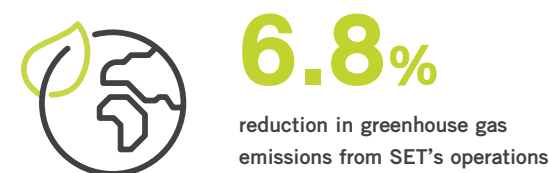
Employee Development



Social Development



Environmental Management



SET and Sustainable Development

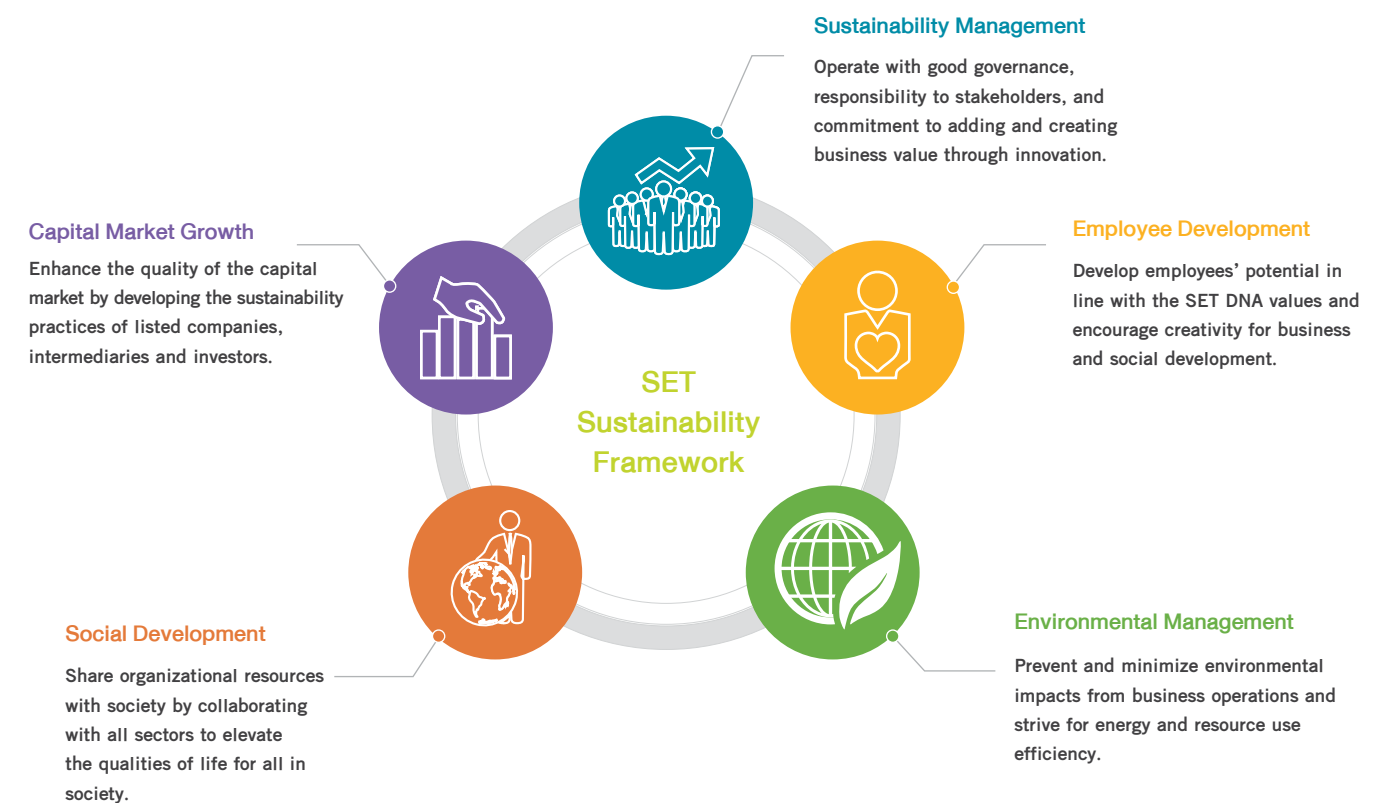


Overview of SET in 2020

- In 2020, the world faced significant challenges from the COVID-19 pandemic. Beyond affecting the public health system and people's quality of life, the social distancing measures enacted in response to COVID-19 also disrupted economic activities. Indeed, the economy slowed down and the unemployment rate spiked up rapidly, particularly within the tourism and services industry. These impacts were quick to spread, and countless people were affected, from entrepreneurs and the private sector, to various departments in the capital market. All needed to adapt to stay afloat in such a vulnerable situation.
- The COVID-19 pandemic, in combination with international economic conditions, caused greater volatility in the SET Index in 2020, as it did with other stock exchanges. From March to April especially, the SET Index was at its lowest value of 1,024.46 on 23rd March, before readjusting to within the normal range during the second half of the year.
- COVID-19 has continued to change people's way of life in numerous ways, where this is now commonly referred to as the 'New Normal'. For example, there have been changes in ways of communicating, conducting transactions, and working that are increasingly reliant on technology and innovation. At the same time, measures to prevent and monitor the spread of COVID-19 must continue to be encouraged.
- Furthermore, the capital market will confront other challenges that are expected to affect volatility over the next two to three years. These include the effects of major economies' fiscal policies on global market liquidity, international trade policies, fluctuations in the prices of goods, and domestic political uncertainties.
- In recognizing the challenges in these situations, SET collaborated with its internal and external stakeholders to develop and maintain the competitiveness of the Thai capital market in the New Normal era. Responses included enacting Work from Home policies to ensure the safety of all employees and personnel, ensuring an effective risk monitoring and internal control system, as well as being transparent in communicating and disseminating information via digital channels. In addition, SET partnered with relevant parties to implement mitigation measures for business owners to prevent business disruptions and maintain the overall stability of the capital market, which received support from employees and relevant parties across all sectors of the capital market. As a result, in 2020, the Thai capital market continued to be a regional leader in fundraising, product and service development, and internationally-recognized for the quality of its listed companies.

SET's Sustainability Development Framework

Despite facing a rapidly changing environment, SET remains committed to driving the organization and capital market forward. Our focus is on creating positive impacts for the economy, society and environment, in alignment with the UN Sustainable Development Goals (SDGs). This is guided by the five dimensions of SET's sustainability development framework.



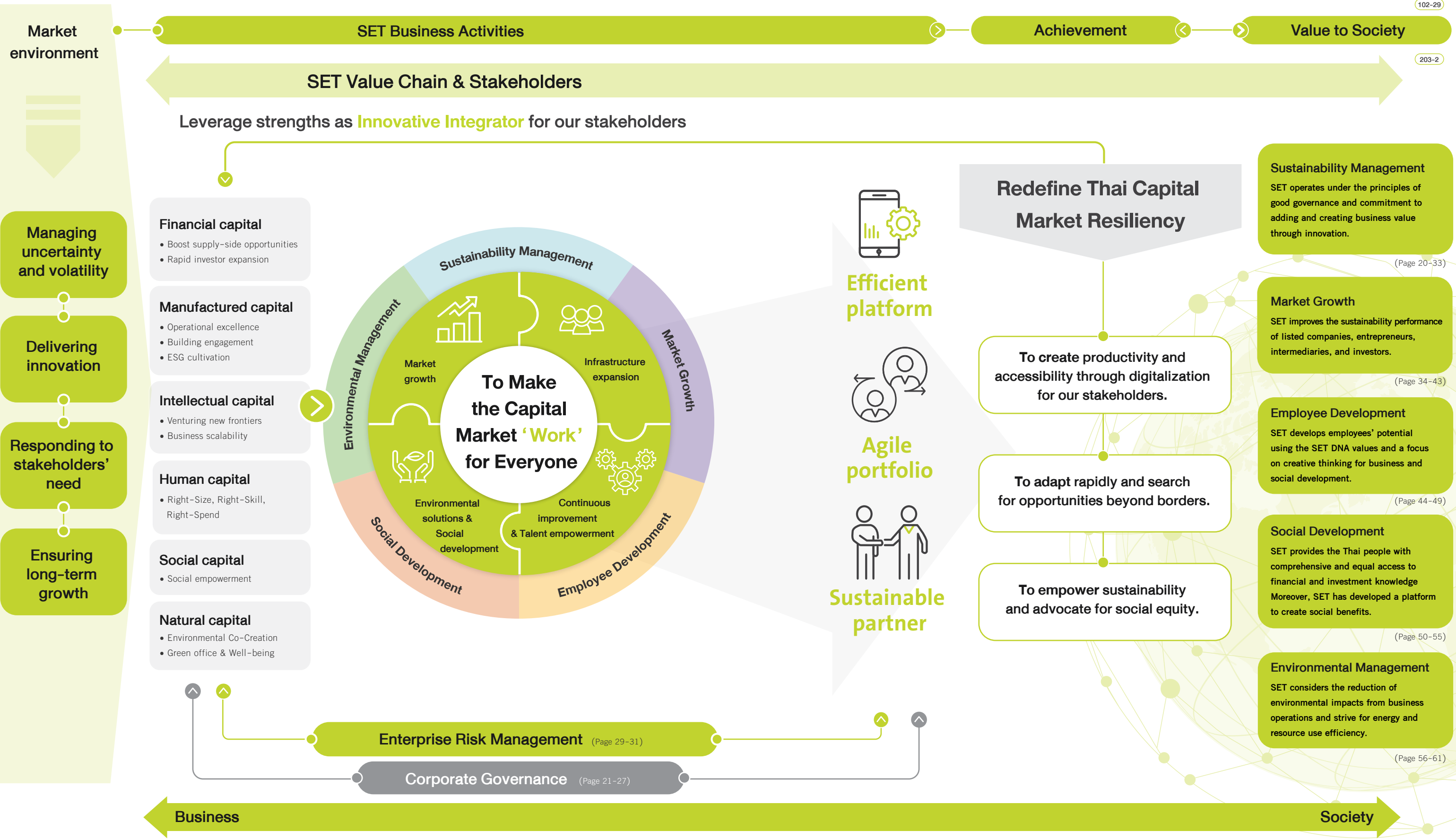
Strategy and Sustainable Development

SET has integrated the five-dimension sustainability development framework into its organizational strategy. This ensures that sustainability issues are effectively implemented throughout the organization in management processes, monitoring, evaluation and performance reporting from business-as-usual operations. This framework further enables continuous value creation for the capital market, society and the environment, where key 2020 achievements are presented in this report.

In 2021, SET will strive to move the Thai capital market forward, towards national strength, under the concept of "Redefine Thai Capital Market Resiliency." Our sustainability framework serves as a solid foundation for establishing SET's direction for value creation for the capital market, society and the environment, where this will involve:

- Developing the capital market for stable growth
- Creating opportunities and enhancing business capabilities
- Developing society and the environment alongside businesses
- Developing work processes and people's potential

Creating Values in SET Business (102-29)



SET's Sustainability Materiality Analysis

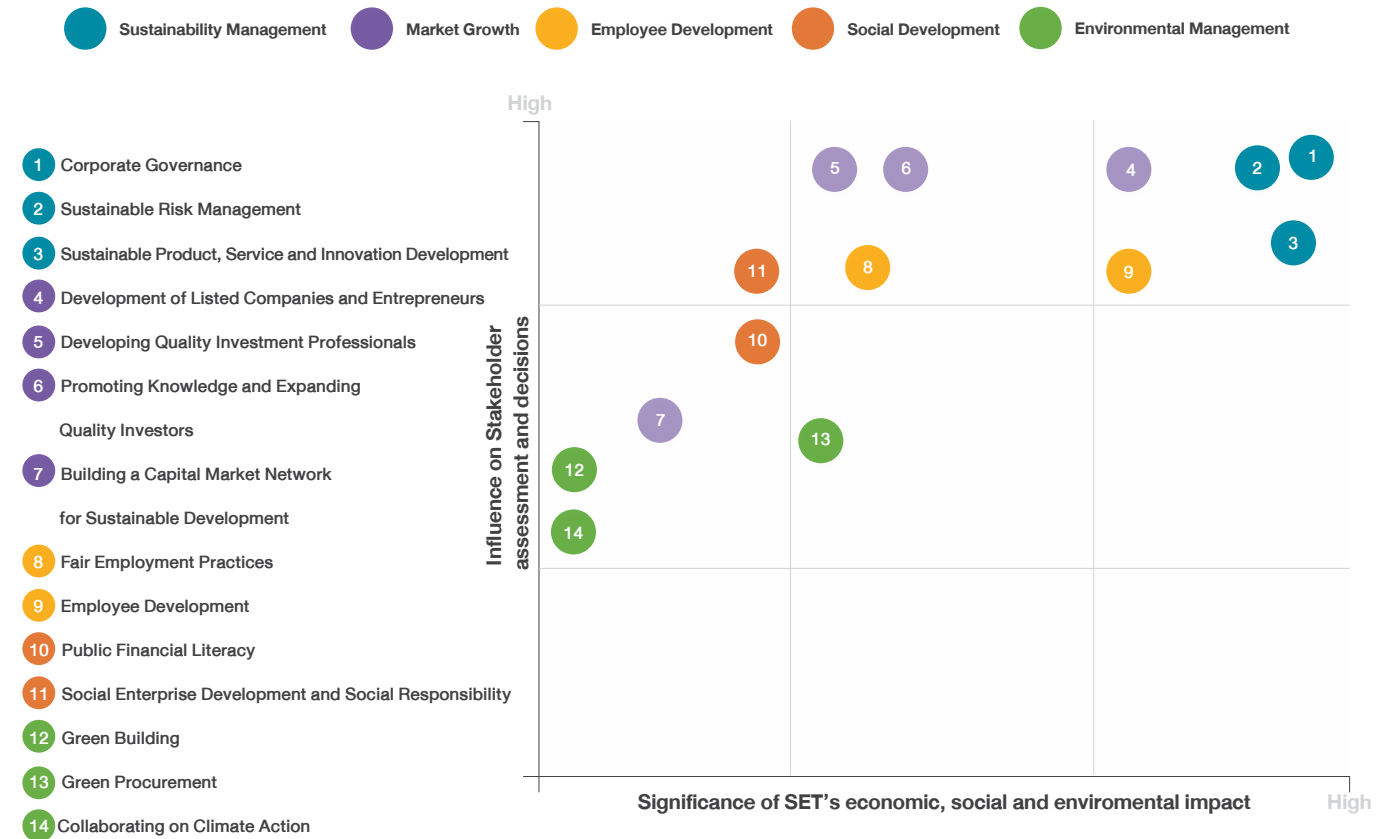
1. Identifying material sustainability topics

SET identifies the sustainability issues that are relevant to business operations across its value chain by considering the capital market environment, business strategy, stakeholders' expectations, as well as the creation of positive economic, social and environmental impacts in alignment with the SDGs.

Sustainability Framework	Material Topics	Stakeholders		SDGs
		Internal	External	
Sustainability Management	Corporate Governance	Executives and employees	<ul style="list-style-type: none"> Listed companies Intermediaries Investors Regulators and Government 	16
	Sustainable Risk Management		<ul style="list-style-type: none"> Listed companies Intermediaries Investors 	16
	Sustainable Product, Service and Innovation Development		<ul style="list-style-type: none"> Listed companies Intermediaries Investors 	9, 12
Market Growth	Developing Listed Companies and Entrepreneurs	-	<ul style="list-style-type: none"> Listed companies Entrepreneurs 	4, 8, 12
	Developing Quality Investment Professionals	-	<ul style="list-style-type: none"> Intermediaries 	4, 8
	Promoting Knowledge and Expanding Quality Investors	-	<ul style="list-style-type: none"> Investors 	4, 8
	Building a Capital Market Network for Sustainable Development	-	<ul style="list-style-type: none"> Regulators and Government Capital market associations 	17
Employee Development	Fair Employment Practices	Employees	-	1, 8
	Employee Development	Executives and Employees	-	4
Social Development	Public Financial Literacy	-	<ul style="list-style-type: none"> Interested investors and the general public Educational institutions 	1, 4, 17
	Social Enterprise Development and Social Responsibility	-	<ul style="list-style-type: none"> Social entrepreneurs Civil society Educational institutions 	1, 8, 10, 17
Environmental Management	Green Building	-	-	3, 12, 13
	Green Procurement	Executives and employees	<ul style="list-style-type: none"> Listed companies Suppliers 	12
	Collaborating on Climate Action		<ul style="list-style-type: none"> Listed companies and the private sector Social entrepreneurs Civil society 	13, 17

2. Prioritizing material sustainability topics

SET's approach for prioritizing material sustainability topics is based on evaluating the significance of SET's operational impacts across economic, social and environmental aspects, as well as the impact boundaries of each material topic. SET's performance on each material sustainability topic is disclosed in this report.



3. Reviewing the completeness of material sustainability topics

Assigned departments consolidate and report on the performance of each material sustainability topic that is to be disclosed in this report. The Sustainable Development Department is further responsible for reviewing the completeness and accuracy of these issues in relation to SET's workplans, as well as the expectations of internal and external stakeholders.



Sustainability Management

2020 Performance Overview

Challenges arising from the COVID-19 pandemic, technological advances, and changes in policies and regulations have highlighted the need for the SET Board of Governors (“the Board”) to increase risk surveillance measures and corporate governance as a means to enable normal business operations and generate new opportunities. These measures will lead to an increase in the Thai capital market’s competitiveness through continuous innovation, promotion and development, while ensuring that we consider benefits and responses to stakeholders, society and the environment. Key performance results on sustainability management were as follows:

- Continuously developed the FinTech and Digital Asset Platforms
- Modified work systems to support social distancing measures and ensure business continuity
- Amended the Circuit Breaker criteria and introduced market disruption measures to cope with severe market volatility
- Prepared for the Personal Data Protection Act (PDPA)

Corporate Governance

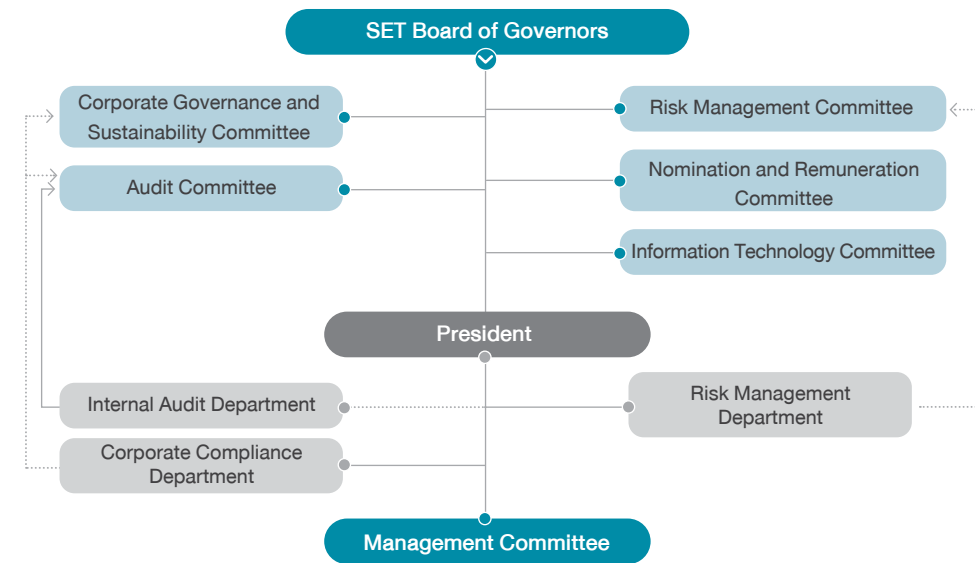
SET was established in accordance with the Securities and Exchange Act, B.E. 2535. Our Corporate Governance structure was designed to appropriately align with SET Group’s Corporate Governance Policy and Code of Conduct, which

are consistent with the Corporate Governance Principles of the Organisation for Economic Co-operation and Development (OECD) and the Corporate Governance (CG) Code for Listed Companies.



Please scan the QR code to SET Group’s Corporate Governance and Code of Conduct

SET’s Corporate Governance Structure



Board Structure 102-22

The Board consists of 11 highly qualified Governors with diverse knowledge and experiences in fields including finance and investment, business administration, law, information technology and corporate governance. The specified corporate structure adheres to regulations stipulated in the Securities and Exchange Act, as follows:

3 : 8

Number of female : male Governors

405-1

SET Board of Governors 102-24

Non-executive Governors		Executive Governors
Appointed for a 3-year term and are eligible for reappointment, but not for more than 2 consecutive terms.		Appointed for a 4-year term.
6	4	1
Appointed by the SEC and SET	Elected at the SET member meeting	The SET President, appointed by the Governors

Board Roles and Responsibilities

The Board assumes roles and responsibilities that are independent from SET management. This function is clearly stipulated in the Securities and Exchange Act, which requires that the “Chairman” must be selected from members not holding the “President” position to ensure transparent and efficient management. SET correspondingly establishes the Charter of the Board which reflects the performance of duties by adhering to good corporate governance principles encompassing of the following:

- The Chairman must not be a member of any Committee appointed by the Board of Governors.
- Governors who have a stake in an issue must not participate in any decision-making related to that issue to prevent conflicts of interest.
- Governors must report their acquisition or disposal of listed securities, and report any other conflicts of interest.

Board Meetings and Duties

SET schedules monthly Board meetings and informs members in advance to ensure that attendees can efficiently allocate their time to attend the meeting. Each meeting requires attendance from no less than half of the total Governors. In the event that a Governor has a vested interest in the matter being considered, that Governor must disclose this information, record such details in the minutes of the meeting, vacate the meeting room and refrain from participating or making decisions on the aforementioned matter. In 2020, 13 Board meetings took place with an average attendance rate of 97%¹, with relevant significant performance results as follows:

- Established the strategic direction for 2021 to 2023 under the concept of “Redefining Thai Capital Market Resiliency,” which consists of three key

operations aspects. These are 1) “Efficient platform,” be a powerful platform for market participants to benefit from sustainable business innovation and growth, 2) “Agile portfolio,” formulate opportunities and links between various products and services domestically and internationally, as well as expand access to funding sources for SMEs and startups, and 3) “Sustainable partner,” forge partnerships for inclusive, sustainable growth between market participants and the wider society.

- Established corporate governance guidelines for newly formed subsidiaries as a means to enhance internal control system efficiencies and risk management measures to suit newly established enterprises, and ultimately support SET’s growth.
- Reviewed SET Group’s Corporate Governance Policy and Code of Conduct, which included improving the roles and responsibilities of the Audit Committee and the Corporate Governance and Sustainability Committee. Furthermore, this included modifying the term length for external Committee members in accordance with good corporate governance principles, and reviewing measures to prevent access to information between agencies and personnel (Chinese Wall) to optimize the management of confidential information appropriately with respect to each department’s operations.

Corporate Governance Committee

The Board of Governors has appointed a Corporate Governance Committee with the required expertise and experience to foster organizational governance and uphold systems for adequate internal controls. The Committee consists of five separate sub-committees, namely: Audit Committee,

Nomination and Remuneration Committee, Risk Management Committee, Corporate Governance and Sustainability Committee, and Information Technology Committee.

The Corporate Governance Committee meetings rotate around the objectives of providing opinions and suggestions, as well as to scrutinize related policies and plans before presenting them to the SET Board of Governors. Identical rules and guidelines from the SET Board of Governors’ meetings apply.

In 2020, the Corporate Governance Committee held meetings to monitor and supervise SET’s operations to ensure that it could continue to operate amidst emergency situations and the unprecedented COVID-19 outbreak. In particular, the Risk Management Committee and Information Technology Committee held 14 and 11 meetings, respectively, which was an increase from 2019, when both Committees each held 7 meetings. The observed increase in Committee meetings reflected their important respective roles in monitoring the Business Continuity Plan.

In addition, SET chartered legal or relevant regulatory committees, namely the Legal Committee, Disciplinary Committee, Appeals Committee, and Securities Investor Protection Fund Committee, to supervise SET’s compliance with rules and regulations.

Remuneration Review for the President, Committee Members and Senior Executives

- The Nomination and Remuneration Committee determines the criteria for the Governors’ remuneration and benefits according to their respective roles, duties and responsibilities before presenting their decision to the Board of Governors for their approval

during meetings with member companies, in accordance with the Securities and Exchange Act. [\(102-37\)](#)

- The Board of Governors has appointed the Nomination and Remuneration Committee the responsibility of determining the remuneration criteria for the President and presents this information to the Board of Governors. The President’s remuneration takes into account performance results, inclusive of operating results, implementation of policies received from the Board of Governors, in conjunction with external factors such as social and economic conditions.
- Committee members (not including the President) receive monthly remuneration and/or meeting allowances. Further remuneration details for Governors, committee members and senior executives are available in the SET Annual Report 2020. [\(102-27\)](#)

Board and Committee Performance Assessment

The Board of Governors has assigned the Corporate Governance and Sustainability Committee the task of determining and providing recommendations on the performance of the Board of Governors as a whole and on an individual level. The Committee is also responsible for preparing an assessment results summary and additional comments to propose to the Board of Governors meeting for their consideration on further operational improvements and developments. The Chair of the Corporate Governance and Sustainability Committee reports on the Chairman’s performance assessment directly to the Chairman.

Board Performance Assessment Model

- (1) Board performance assessment
- (2) Individual assessments (self-assessment)
- (3) Individual assessments (cross-evaluation)
- (4) Assessment of Chairman’s performance
- (5) Assessment of Governors’ skills, knowledge and abilities

To ensure SET business preparedness and resilience, in 2020 the Board of Governors launched the

BCP

97%

Average meeting attendance rate of Governors

¹ For more information on meeting attendance for individual Board members, please refer to the SET Annual Report 2020.

The Audit Committee, Nomination and Remuneration Committee, Corporate Governance and Sustainability Committee, Risk Management Committee and Information Technology Committee uphold the duty to evaluate their own performance and report to the Board of Governors for their acknowledgment annually. In 2020, all the aforementioned committees completed their self-assessments and presented the results at the Board meeting.

Performance Assessment of the President

The Board of Governors has assigned the Nomination and Remuneration Committee the task of determining compensation criteria for the President. Such compensation is linked to their performance evaluations, which considers the organization's operating results, performance of duties according to policies issued by the Board, as well as external factors such as overall social and economic conditions.

Succession Plans

The Nomination and Remuneration Committee assumes the role of selecting and providing their input regarding the preparation of successors for senior executive positions, based on succession plans. Successors are selected based on their knowledge, experiences, abilities, attitudes, and ethics. The Committee reviews and reports on the implementation of succession plans to the Board on a regular basis.

Governor Development 102-27

The Board regularly receives knowledge development training, which is determined based on assessments of their skills, knowledge, and abilities. In 2020, Governors received training on the role of the Board within the organization and the capital market through courses such as the IT Governance and Cyber Resilience Program (ITG), Corporate Governance for Capital Market Intermediaries Course, Ethical

Leadership Course, and Monitoring the System of Internal Control and Risk Management Course. Furthermore, SET has developed a Governors' Handbook and organized orientation programs to introduce new Governors to SET Group's business operations, a proven beneficial refresher for learning outcomes and for the implementation of their respective duties.

SET Group's Corporate Governance Policy and Code of Conduct

The Board of Governors has designated that the Corporate Governance and Sustainability Committee screens and monitors compliance to the SET Group's Corporate Governance Policy and Code of Conduct prior to submitting their findings to the Board for consideration. In 2020, SET worked to promote a corporate governance culture amongst Governors, executives, and employees through multiple methods, with key achievements as follows:

- Organized orientation for new Governors and employees on SET Group's Corporate Governance Policy and Code of Conduct, highlighting key matters in the Code and important rules and guidelines that should be adhered to, such as rules on the acquisition or disposal of securities, anti-corruption, and conflict of interest prevention and management.
- Disseminated electronic articles to enhance employees' understanding on essential matters concerning SET Group's Corporate Governance Policy and Code of Conduct as well as other relevant rules, guidelines and regulations.
- Developed a CG Education course on the e-Learning module to promote knowledge and understanding amongst executives and employees regarding compliance to the SET Group's Corporate Governance Policy and Code of Conduct.
- Revised guidelines in the Code of Conduct to enhance efficiency.

100%

of Governors, management and employees received training on the SET Group's Corporate Governance Policy and Code of Conduct

SET Group Code of Conduct	Examples of Measures and Guidelines	2020 Performance
Anti-corruption 205-2 205-3	<ul style="list-style-type: none"> Enact anti-corruption measures and assess compliance to determined measures in accordance with the guidelines of the Private Sector Collective Action Coalition Against Corruption (CAC). Assess and mitigate risks from corruption and conflicts of interest throughout the organization. Continuously implement the No Gift Policy by communicating the Policy to management, employees, suppliers, and related parties for their compliance. 	<ul style="list-style-type: none"> Publicized anti-corruption measures and the No Gift Policy on the SET intranet. Communicated anti-corruption measures and the No Gift Policy through various channels such as management meetings, through 'Compliance Champions' of each department, and at new employee orientations. In addition, organized workshops for relevant key departments such as the Internal Audit Department, Risk Management Department, and Procurement Department. Communicated anti-corruption measures and the No Gift Policy to suppliers and prospective suppliers through various channels including bidding process announcements, purchase orders, and terms of references (TOR). Created an e-Newsletter to generate awareness and realize compliance with important policies and regulations, including anti-corruption measures. Designated that employees enroll in online courses and test their knowledge on good corporate governance, which cover anti-corruption issues. All employees have passed the aforementioned courses. No complaints or corruption related cases were found in SET's business operations.
Acquisition or disposal of securities by governors, management, and employees	<ul style="list-style-type: none"> SET's Governors, including their spouses, partners, and underage children must report on their acquisition or disposal of listed securities in a transparent manner. SET Group's management and employees, including their spouses, partners, and underage children, must report on their securities holdings. Those wanting to invest in securities must request approval to do so and report on their acquisition or disposal of listed securities in a transparent manner. 	No violations or breaches of requirements on the acquisition or disposal of securities were found among Governors, management or employees, including their spouses, partners, and underage children.
Conflicts of interest prevention and management 102-25	<ul style="list-style-type: none"> Employees are prohibited from taking on director or advisor roles in listed companies and/or member companies. To assume a position in another company, an employee must first receive approval from the SET President. In the case of the SET President, an approval must be granted by the SET Chairman. In the case that an employee or related party expresses their intention to become a supplier for SET, the employee must disclose, in writing, their relationship to the associated party, and must not be involved in the decision-making on the procurement of the related product or service. 	No cases were found in which management or employees assumed the position of Governor, committee member, or advisor in a listed or member company.
Internal data access and confidential data protection 418-1	<ul style="list-style-type: none"> Enact a policy to classify the confidentiality level of internal information according to importance, and communicate with employees to ensure proper understanding and compliance to the policy. Enforced the use of Chinese Wall, an information barrier between departments and employees, to prevent the risk of confidential data leakages from office operations or from "Work from home" operations. 	<ul style="list-style-type: none"> No violations or complaints of internal data misuse were found among Governors, management or employees. Improved measures relating to the use of the Chinese Wall in terms of clarity as well as to cover operations between SET's subsidiaries.

In addition, SET has published the Supplier Code of Conduct to ensure that suppliers operate with consideration for the environment, society, and good governance principles. In 2020, the Audit Committee has instituted that SET's Supplier Code of Conduct be part of the requirements of the Terms of Reference (TOR) and Requests for Proposals (RFP), including all procurement contracts and documentation, to ensure that every supplier partner acknowledges and understands the intent for joint sustainable business operations.

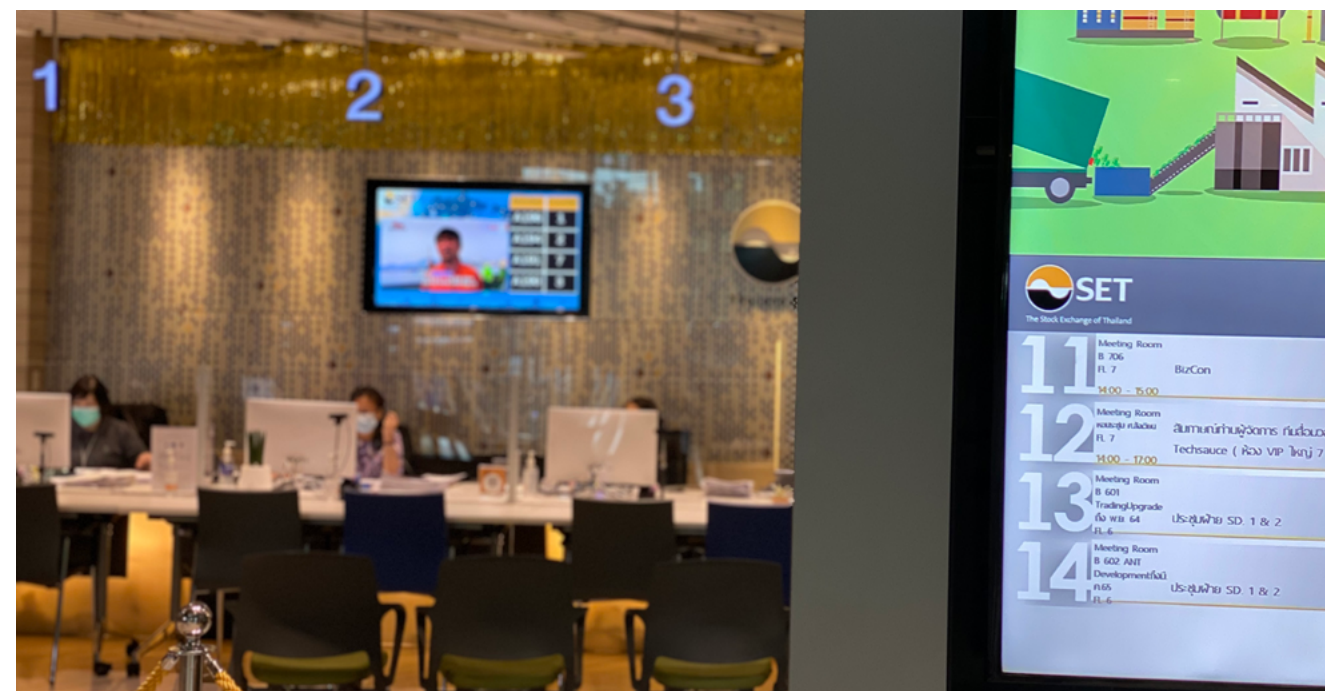
Whistleblowing and Complaints

SET provides various channels for whistleblowing or reporting complaints in the case that an incident is found to violate the law, Corporate Governance and Code of Conduct of the SET Group, or a behavior is found amongst Governors, management, employees, or SET's suppliers that could potentially lead to corruption. The complaints reporting and whistleblowing process is as follows: [102-17](#)

Complaint	Grievances Management Process		
	Filing complaints	Receiving complaints	Processing under the Whistleblower Protection Policy
External Stakeholders	Internal Audit Department The Stock Exchange of Thailand Building 93 Ratchadaphisek Road, Din Daeng, Bangkok 10400 Email: whistleblow@set.or.th	Gather facts, screen information, and report to the Audit Committee for consideration and comment	Report results to the SET Board of Governors or the top-level executive at SET or a subsidiary (as applicable) or the Human Resources Department
Employees	Internal Audit Department, Human Resources Department, Corporate Compliance Department, or a trusted supervisor		

In 2020, SET received two reports and grievances relating to ethical conduct. The Audit Committee has completed processing of these issues in accordance with measures specified in the Corporate Governance Policy and Code of Conduct of the SET Group, as follows:

- A grievance alleging that SET did not take an unbiased approach towards the governance of member companies. The issue was examined and the outcome reported that there was no observed infringement, and that SET conducted systematic oversight and auditing using the same standard for all member companies. The results of the investigation have been reported to the complainant.
- A grievance issue concerning stock trading transparency caused by a disruption of the computer system. Following the investigation, it was revealed that the complainant misunderstood the issue due to information discrepancy. The results of this investigation along with explanatory facts have been reported to the complainant.



Efficient Capital Market Governance

In 2020, the capital market encountered drastic changes due to the COVID-19 pandemic and the ensuing global economic uncertainty, which resulting in high trading volatility for SET. In response, SET enacted the following measures to reduce impacts to stakeholders (end of enforcement on 30 September 2020).

- **Revised Short Sell Pricing Criteria** for the SET and mai, where the previous requirement for investors to Short Sell at a price higher than or equal to the last trading price (Zero Plus Tick) was changed to Short Sell only at a price higher than the last trading price (Uptick).
- **Revised Ceiling & Floor Pricing Criteria** for shares, DR (Depository Receipt), ETFs, Warrants, DW (Derivative Warrants) and TSR (Transferable Subscription Rights) traded on SET and mai from the usual +/- 30% to +/- 15%, and the Foreign shares from the usual +/- 60% to +/- 30%.

- **Revised Daily Price Limit Criteria** for SET50 Index Futures, SET50 Index Options, Sector Index Futures and Single Stock Futures traded in the TFEX market from the usual +/- 30% to +/- 15%.
- **Revision of Listed Company Regulation Criteria** by waiving the SP / NP markings for listed companies impacted by the COVID-19 pandemic, including a waiver for submitting financial reports and reduced duration for book Closing / Record Date in advance for non-stock securities until 31 December 2020. In collaboration with relevant agencies, SET prepared and disseminated guidelines for organizing the annual general meeting of shareholders under the aforementioned circumstances.

Circuit Breaker & Market Disruption

measures were essential for the capital market during the COVID-19 pandemic

In addition, SET revised guidelines to increase efficiency in the governance and support of listed company and member company transactions in order to provide consistent and effective responses to the situation, per the examples below.

- **SET Revised the Circuit Breaker Measures** from 2 levels to 3 levels to provide investors more time to analyze information vital to making investment decisions. This adjustment is also in line with the guidelines of foreign stock exchanges, as follows.

Level	Original Criteria		Revised Criteria	
	SET Index	Trading Suspension Period	SET Index	Trading Suspension Period
Level 1	10% decline	30 minutes	8% decline	30 minutes
Level 2	20% decline	30 minutes	15% decline	30 minutes
Level 3	-	-	20% decline	30 minutes

- **Establishing Measures for Circumstances Potentially Leading to Market Disruption:** The SET Board of Governors was able to make decisions and enact measures to resolve or mitigate the impacts of COVID-19.
- **Quality Promotion of Pre-IPO Companies:** Terminating the criteria for accepting ordinary shares according to market capitalization for mai listings and implementing the criteria for accepting ordinary shares for companies operating as an Infrastructure Company in the process of mai listing. This measure aims to support small infrastructure projects beneficial to national development and that are valued at no lower than 20 billion baht.
- **Communication of Information Between Listed Companies and Investors:** Required newly listed companies to organize meetings to present and clarify information regarding their business and performance through the ‘Opportunity Day’ activity at least once during their first year of listing. This measure aims to provide a channel for shareholders, investors, analysts and related parties to communicate with management and gain access to the listed company’s important information.
- **Transaction Support for Listed Companies and Member Companies:** Examples include revisions to the regulations relating to circumstances where a listed company undergoes shareholder restructuring, facilitating short selling transactions by stipulating guidelines for securities companies to amend short selling transactions for Outstanding Short Positions upon the 60-day expiration date after the investor’s short sales order date.

Sustainable Risk Management

The Board of Governors has assigned the Risk Management Committee the responsibility of screening policies and overseeing enterprise risk management according to the framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The relevant responsibilities cover risk identification, risk assessment, preparation of risk management plans, and risk management results monitoring which takes into account environmental, social and corporate governance impacts.

SET has established a framework for risk management in three levels: Strategic Risk, Business Risk, and Process Risk, with the following important guidelines:

- The Risk Management Department coordinates and provides advice on the correct implementation of risk management practices such as the Risk and Control Self-Assessment (RCSA), a tool to manage operational risks and monitor the status of Key Risk Indicators.
- Report risk status to the Risk Management Committee and the SET Board of Governors on a monthly and quarterly basis to serve as information for determining or deciding on appropriate measures.
- All management and employees are responsible for assessing and managing risks relating to their responsibilities in accordance with risk management policies determined by the SET.

In addition, the Internal Audit Department reports directly to the Audit Committee but operates independently to access the information necessary for assessing the adequacy and

effectiveness of the internal risk-based approach management system. This system continuously monitors and reviews the situation to reflect changes in risk factors, and ensures that appropriate and effective management is consistently carried out. This is achieved through the regular reporting of audit progress and results to the Audit Committee.

Sustainability Risks

In 2020, the SET Board of Governors closely evaluated and monitored situations that could impact the capital market, economy and society. This has ensured that SET is capable of driving the capital market efficiently through various risks, impacts and uncertainties that could affect stakeholder confidence. The Board has determined key organizational risk factors covering environmental, social and corporate governance issues as follows:

- **Occupational Health and Safety Risks**
SET has strictly adhered to the government’s guidelines for the prevention and control of COVID-19. Important measures such as social distancing, limited staffing in buildings and work from home arrangements have been implemented in tandem with the adoption of technology in our operations and to service stakeholders. These measures aimed to prevent and reduce risks from the spread of COVID-19 inside the SET Building, a transactional center for the capital market, in addition to arranging appropriate health care benefits for employees. In 2020, no COVID-19 cases were found from work operations or services within the SET Building.

ZERO

cases of COVID-19 were found from work operations or services within the SET Building

ZERO

cases of trading system disruptions or cyber-attacks

Information Technology Security Risks

SET develops technology and innovation to support new businesses while improving work processes and service systems in accordance with all current situations. A Working Group is responsible for dealing with threats related to information technology security, acting as an advisor and providing feedback and supporting operations to prepare for threats to SET's IT systems. In 2020, key performances in this area were as follows:

- Continuously assessed risks and tested IT safety plans to ensure that IT systems are prepared and ready to operate from anywhere in the event of an emergency. Supported tools to prevent and monitor cyber threats such as Antivirus and Antimalware, Firewall, and DDoS Protection Services.
- Trial computer systems for new transactions, such as the Professional Link system and New Financial ERP system, before launching operations. SET emphasizes the importance of developing well-controlled systems through rigorous testing and compliance with relevant criteria. Furthermore, systems are subject to pre-implementation review prior to utilization.

In 2020, no issues relating to SET's IT systems, technical interruptions, or cyber-attacks were found.

Regulatory Change Risks

SET systematically assesses and analyzes risks relating to breaches of stakeholders' personal information in line with the Personal Data Protection Act 2019 (Personal Data Protection Act, B.E. 2562 or PDPA) which came into effect in 2020. To do this, SET established personal data supervision and protection measures including careful

collection, use or disclosure of personal information, in addition to communicating and providing training to employees and related persons to ensure proper implementation.

Anti-Corruption Risks 205-1

Corruption is a major risk for SET due to its potential to severely affect confidence in the capital market if such incidences occurred. Therefore, every department within the organization is required to continuously assess, formulate guidelines and monitor corruption risks in their respective operations to ensure that anti-corruption measures are sufficiently effective. In 2020, no complaints or cases relating to corruption were founded in SET's business operations.

Business Continuity Management

SET's Business Continuity Management (BCM) includes the Crisis Management Plan, Business Continuity Plan and IT Disaster Recovery Plan. These plans are reviewed, rehearsed, and tested according to the BCM approach on an annual basis, in collaboration with relevant agencies in the capital market, to prepare for emergencies and crises such as fires, earthquakes, flooding, or incidents that prevent access to the SET office. This ensures that SET will continue to have sufficient personnel, systems, physical work locations and secondary work locations to efficiently run securities trading services – with no disruptions.

In 2020, SET launched the Business Continuity Plan in response to the COVID-19 pandemic situation. The risk management department reviewed, monitored, and continuously reported situational risk results to senior management, the Risk Management Committee, and the Board of Governors.

Emerging Risks

The COVID-19 pandemic has ushered in 'New Normal' behavioral changes across the globe including in terms of production, consumption, service provision, as well as learning and information access. As a result, the economic, social and environmental structure has shifted completely from pre-COVID-19 conditions. SET therefore continues to monitor, surveil and assess this situation to prepare, cope and adapt to continuous changes. In 2020, SET adjusted our operating model in accordance with social distancing measures by introducing digitized work operations and integrated communications technology in the workplace. These measures aimed to increase convenience, flexibility and reduce the risk of the spread of COVID-19.

Concurrently, SET continues to develop technologies and innovations to provide end-to-end services for stakeholders alongside the construction of a digital service platform and

infrastructure for industries. Some examples of these solutions include the e-Service Platform that combines services for listed companies onto a single platform, a fully integrated digital infrastructure system that supports the transmission of transaction data, and creating service system connectivity between various organizations through the Digital Gateway service of Digital Access Platform Co., Ltd., a subsidiary of SET.

In addition, SET collaborates with capital market stakeholders to expand innovations and new business models in response to stakeholder needs while converting risks into business and social opportunities. An example is the Care the Wild Reforestation program mobile application development, which involves raising funds to plant trees in accordance with forest governance guidelines through capital market mechanisms. The application encompasses reforestation area selection, results monitoring, and transparent performance disclosures.



Sustainable Product, Service and Innovations Development 203-1

Products and Services for Sustainable Investment 417-1

○ SETTHSI Index: The Sustainability Index for the Thai Capital Market

The Stock Exchange of Thailand publishes the SETTHSI Index, a stock price index which highlights the SET-listed companies that passed the Thailand Sustainability Investment (THSI) assessment criteria, to reflect the movement of securities prices of listed companies operating their businesses with economic, social and environmental considerations. The SETTHSI Index is both a Benchmark Index and a reference index for issuing other financial products such as mutual funds or ETFs based on the sustainable stock list.

The SETTHSI Index helps to promote the idea of sustainable investment in Thailand. By the end of 2020, 58 listed companies were on the SETTHSI Index, accounting for 61% of the market capitalization. In addition, it was found that the stocks listed in the SETTHSI Index provided a higher Total Return Index (TRI) than those in the SET100 Index in both Daily and Holding Period Returns².

○ ESG Ratings: Sustainability Assessment Information Service

Currently, stakeholders in the capital market are demonstrating greater demands for sustainability information disclosures. SET therefore consolidates the Thai listed companies' sustainability assessment results (ESG Ratings) and publishes this information through www.settrade.com to provide investors with more comprehensive information for decision-making. Such information includes the Thailand Sustainability Investment List (THSI), SETTHSI Index, Dow Jones Sustainability Indices (DJSI), and the results of Corporate Governance Report (CGR) of Listed Companies. SET correspondingly collaborates with the world's leading sustainability rating agencies, including Arabesque S-Ray and Vigeo Eiris, to provide information on ESG Ratings to investors at no cost.

In 2020, there were over 134,000 viewers³ of ESG Ratings information on www.settrade.com. Furthermore, SET has

extended its cooperation with additional global sustainability rating agencies to disseminate the Thai listed companies' sustainability assessment results.

Inclusive Innovation Development

SET develops work systems and infrastructure to support investments in various digital assets and transactions. Examples include trading systems, payment systems, and data transmission systems. Everyone is able to access these channels and benefit from the capital market to its fullest potential. In 2020, key performances in this area were as follows.

○ Providing Connectivity Services and Access Support for Digital Transactions (Digital Gateway)

SET develops Digital Gateway systems to provide connectivity and access to digital transactions that streamline electronic transactions and reduces capital market redundancy as a whole. Important services offered include information linkages to the National Digital ID (NDID) or NDID Proxy, a digital identity verification platform (eKYC) that verifies the identities of investors when they register accounts for securities trading, mutual funds, life insurance or other types of accounts online, from anywhere. This system was launched in November 2020 and has handled more than 900 transactions by the end of 2020.

Moreover, SET has developed various connectivity systems to promote access to digital transactions with other organizations, which will assist operators in managing their costs and time effectively. These include:

- System linkage to the Department of Provincial Administration for National ID card status verification.
- Electronic stamp duty payment service for electronic instruments according to the Notification of the Revenue Department, whereby the stamp duty is paid instantly through SET's platform without the need to pre-purchase paper stamp duty.

Both systems commenced service in July 2020 and received more than 5,000 transactions by the end of 2020.

○ FundConnex: One-Stop-Service Mutual Fund Trading System

SET developed FundConnex, a mutual fund trading system, which serves as a full-service intermediary platform for the trading and payment of mutual funds between asset management companies and selling agents. The system enhances efficiency for investors who are investing through online systems and enables convenience by allowing a single account to be opened for trading mutual funds from several asset management companies. By the end of 2020, there were 56 FundConnex users with an average monthly transaction growth rate of 549%, or 12,681 transactions, and an average daily transaction value of over 1,200 million baht, an increase of 185%. The Assets Under Management (AUM) of FundConnex totaled more than 350 billion baht, an increase of 77% from the previous year.

○ Payment Systems for the Capital Market

SET developed a payment service system for the capital market to support cross-bank securities trading, which included 31 securities companies and 12 commercial banks participating in the initiative. In 2020, there was an average of 35,000 transactions per day, calculated as an average daily transaction value of about 10 billion baht, an increase of 20% from 2019. In addition, SET developed the intra-bank payment system to support batch payments for fund transactions and real-time payments for other orders such as funds, securities insurance, and dividends. Furthermore, SET expanded its service system to support other types of transactions, such as QR Code Payment systems and a Direct Debit Registration service. Work process standards have been specified for these various systems in order to improve efficiency and cost management for industries within the capital market.

○ Digital Asset Platform

SET has collaborated with stakeholders to develop a digital asset platform that creates new opportunities for the Thai capital market using Distributed Ledger Technology (DLT). This technology enables the creation of new funding and investment options through assets or digital tokens as a representation of the asset's value. This platform enables connectivity with the market's first digital token offering system and trading through the Digital Asset Exchange and Digital Asset Wallet.

549%

Increase in average monthly transactions through FundConnex compared to 2019

○ Infrastructure for Entrepreneurs and Listed Companies

SET enhances the competitiveness of capital market stakeholders by continuously developing and expanding platforms for entrepreneurs and listed companies, as follows:

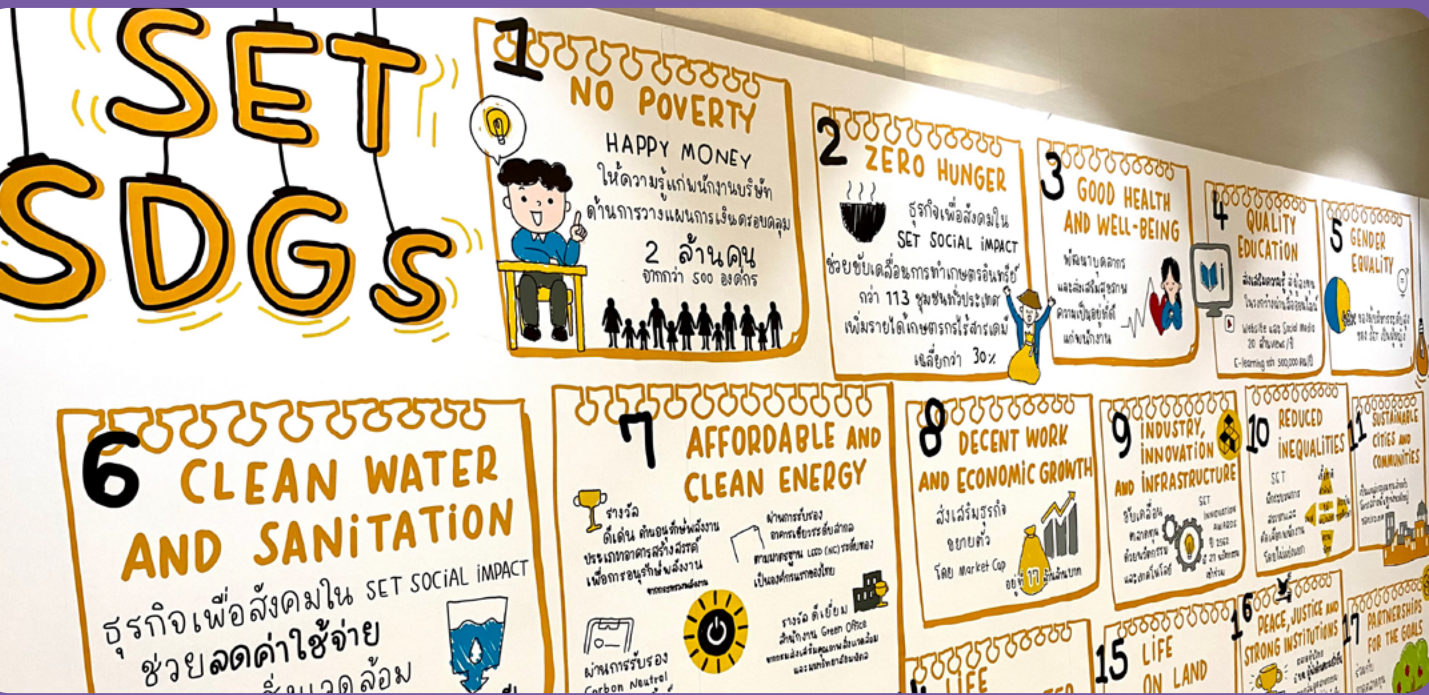
- **LiVE Platform:** A center for promoting the potential of SMEs and startups, which provides knowledge courses for entrepreneurs to cater to every stage of business growth, as well as expert business consultations from public and private sector networks. The LiVE Platform also helps to increase efficiency and reduce costs for business owners. As the ecosystem of SMEs and startups grows, the LiVE Platform will also provide entrepreneurs with access to sources of effective capital.

In 2020, SET prepared and published online courses covering business knowledge and skills for entrepreneurs on topics such as innovation management, finance, fundraising, and accounting management. These courses supplement the diverse online knowledge repository that contains over 270 articles. Interested parties can access learning resources through www.live-platforms.com/education at any time, without charge. SET is also in the process of developing necessary infrastructure and work systems for accounting, finance, tax, and expert business consultations, among others. Furthermore, the LiVE Platform is preparing to support future fundraising and trading by SMEs and startups by establishing rules, work systems, and communicating with stakeholders.

- **SETLink:** An operational system under the One-Stop Service Project, acts as a repository for information, news, practices, announcements, activities, and various services related to listed companies. This system helps to reduce duplication and increases flexibility for listed companies in the areas of securities holding, information transfer, post-trade services, and related consultations on fundraising, regulatory compliance post listing, and sustainable business development. In 2020, SET enhanced the SETLink system through the implementation of full digital services such as e-Proxy, e-Meeting and e-Conference.

² Testing period of 21 months (January 2019–September 2020)

³ Data from 29 March – 31 December 2020



Market Growth

2020 Performance Overview

In 2020, all sectors confronted the unprecedented impacts of the COVID-19 pandemic, ensuing changes to the global economy, and climate change. These incidents gave rise to new risks affecting businesses, society, and the country's environment as a whole. In response, SET collaborated with its stakeholders to initiate measures to increase corporate resilience and preparedness in light of rapidly changing conditions, while it also aimed to maintain the competitiveness of both businesses and the Thai capital market. Key achievements in this area included the following:

- **Thai Listed Companies** were selected as constituents of the DJSI, FTSE4Good and MSCI ESG index, the highest in ASEAN
- **Responsible Investment:** Promoted sustainable investment approaches in the Thai capital market
- **New investors** increased by 84% from the previous year, the highest in history
- **Point to Invest:** A new investment method which converts credit card points to mutual funds

Developing Listed Companies and Entrepreneurs

In 2020, a total of 743 companies with a market capitalization of 16.34 trillion baht were listed on SET. Meanwhile, the initial public offering (IPO) value of companies totaled over 5.5 billion baht, and SET was recognized as the most liquid market in ASEAN. As the capital market has continued to expand due to sustained business growth, SET continues to promote the efficiency and quality of listed companies, as well as high potential businesses preparing for listing, by encouraging them to consider good corporate governance, transparency and accountability, and to develop products, services and innovations that deliver positive results for stakeholders, society and the environment.

- Published a library of more than 2,500 articles on sustainable business development via www.setsustainability.com and the LINE application, @setsustainability, which are ESG information resources for listed companies and interested parties. By the end of 2020, SET disseminated over 240 pieces of information via the LINE application to more than 1,200 subscribers, while the SET website received more than 34,000 views.
- Developed the Materiality Assessment App as a tool for businesses to analyze their material topics, which will help them to formulate their corporate sustainability strategies and frameworks. It is scheduled for release in 2021.
- Extracted lessons from the implementation of Business Continuity Plans (BCP) across eight industry groups during the COVID-19 pandemic and disseminated this information through various learning channels as guidelines for businesses to implement and adapt as needed, such as:
 - “Overcoming COVID-19 Business Lessons” infographic series, which analyzed crisis management measures from listed companies in eight industry groups and presented them in an appealing and easy-to-understand format.
 - The “Checklist for Business Management in Crisis from the COVID-19 Situation,” which provided businesses with guidelines for planning business continuity measures.
 - Development of the Sustainable Development Showcases 2020 book series as case studies on COVID-19 crisis management across four dimensions: situation response, crisis management, mitigation, and recovery planning. The information was compiled from 149 companies participating in the 2020 SET Sustainability Assessment.



Please scan the QR code to SET sustainability website

THB 16.34 trillion

A total of market capitalization

Promoting Sustainable Business Development

SET disseminates knowledge through online and offline channels, and develops tools that enable listed companies to determine the corporate sustainability strategies of their business growth while considering environment, social, and governance (ESG) impacts. At present, SET's sustainable business development repository consists of wide-ranging resources including books, articles, documents, knowledge clips, e-Learning platforms and more than 30 training courses. Key achievements in 2020 were as follows:

- Organized training courses on sustainable business development for listed companies, including both foundational courses and workshops on specific topics such as Supply Chain Management. In 2020, a total of 772 participants from 488 companies attended the Sustainable Business Development Training courses, with a cumulative total of 12,000 participants since program inception.
- Organized the mai Exclusive Workshop for 18 listed SMEs, which focused on learning about sustainable enterprise development from policy-making to strategy development, implementation, and performance monitoring.
- Organized webinars on sustainability management issues to support the performance of listed companies. In 2020, over 600 participants attended the following seminars:
 - SD Professional Sharing Seminars:** To share experiences and learnings on sustainable business development, covering issues

such as sustainability communications and sustainability reporting, where speakers from listed companies could inspire others and stimulate sustainability applications within organizations.

- Materiality Sharing by Industry Groups:** Seminars to exchange knowledge and learnings on developing corporate sustainability strategies within different business contexts and industries.
- MSCI-SET Exclusive Sharing** by MSCI, a global index provider, for listed companies that are interested in learning about the MSCI ESG Index sustainability assessment process.

In addition, SET has developed knowledge services and training courses on sustainable business development through the “ESG Development Services Platform” on the SET Link system, which will help listed companies to access sustainable business development services, news and information more conveniently.



Sustainable Business Development Services for Listed Companies

SET offers consultation services for listed companies interested in building up their ESG practices to increase the efficiency of their organizations, as follows:

- Corporate Sustainability Strategy**
 - Exclusive SD Journey Project** provides advice on policies and strategies that address business risks and opportunities through a “Material Topics” analysis. Participating companies will be able to analyze and raise key sustainability issues for internal process improvements. In 2020, 10 listed companies were selected to participate in this project.
 - Process Innovation Coaching Project** offers a business management consulting service to promote innovation within organizations based on the ‘Lean’ concept, which will lead to increased business value and positive social and environmental results. In 2020, 10 model listed companies from 8 industry groups were selected to participate.
- THSI one-on-one Coaching** provides consultation and feedback services to help companies improve their operational performance and prepare for inclusion in the Thailand Sustainability Investment (THSI) List.
- DJSI Beginner Coaching** provides advice and answers to basic questions about the Dow Jones Sustainability Indices (DJSI) Corporate Sustainability Assessment. In 2020, 32 listed companies were selected to participate.
- DJSI Exclusive Coaching**, in conjunction with S&P Global, offers advice and feedback services to develop corporate operational efficiencies in preparation for the DJSI assessment. Coaching was provided to 15 selected listed companies.

Sustainability Reporting and Disclosures

- Improving the Sustainability Reporting Quality of Listed Companies**, a project that advises listed companies on how to prepare their sustainability reports in a way that will be beneficial for business management, as well as addresses the needs of report users. In 2020, 11 companies were selected to participate in this project.

Promotion of Sustainability Performance Standards

- CGR One-on-One Coaching** offers report preparation consultation and feedback services in accordance with the principles of good corporate governance. Out of 183 participating listed companies, 103 companies saw an increase in their scores on the Corporate Governance Report of Thai Listed Companies (CGR).

Corporate Sustainability Development Model for Listed Companies





Please scan the QR code to receive more information about **Thailand Sustainability Investment (THSI)**

124 companies

Selected for inclusion in the 2020 Thailand Sustainability Investment (THSI) List (Representing 69% of total market capitalization) **FS10**

21 companies

Selected in DJSI 2020 (Representing 40% of total market capitalization)

Listed Companies' Corporate Sustainability Performance **FS11**

Corporate Governance Report of Thai Listed Companies (CGR) Performance Evaluation
SET supports the Thai Institute of Directors (IOD) in their assessments for the Corporate Governance Report of Thai Listed Companies (CGR), and advises on measures to improve the corporate governance of listed companies on a yearly basis. In 2020, listed companies had an average CGR score of 83%. In addition, on the CGR assessment scale between 1-5 stars, 625 listed companies received a 3-star rating or higher. These represented 90% of the total listed companies assessed.

Sustainability Reporting and Disclosures by Listed Companies

SET encourages listed companies to disclose their sustainability performance according to international standards, and in compliance with SEC requirements and the needs of interested parties. This information will also help listed companies to improve efficiencies within their own organizations. In 2020, 127 listed companies disclosed their sustainability performance in accordance with GRI Sustainability Reporting Standards, accounting for 17.74% of the 716 listed companies surveyed. In addition, according to the Corporate Knights and Aviva report, "Measuring Sustainability Disclosure: Ranking the World's Stock Exchanges 2019," SET-listed companies ranked 9th out of 49 stock exchanges worldwide for outstanding sustainability disclosure, and SET was the only Asian stock exchange to be in the top 10 globally.

Thailand Sustainability Investment: THSI

SET encourages listed companies to participate in sustainability performance assessments in order to implement recommendations from SET towards organizational improvements across economic, social, and environmental dimensions. In 2020, of the 62 newly listed

companies that participated, 28 companies, or equivalent to 45%, passed the Thailand Sustainability Investment (THSI) assessment criteria. As a result, the number of listed companies on the THSI increased from 98 to 124 companies, accounting for a market capitalization of 11.89 trillion baht, or equivalent to 69% of total market capitalization. Furthermore, the average dividend yield of listed companies on the THSI index stood at 4.01%, a rate higher than the SET and mai average of 3.23%, which reflects the quality of this group of securities. Companies on the THSI List are also used as a basis for calculating the SETTHSI Index.

Thai Listed Companies on International Sustainability Indices

SET regularly prepares high-potential listed companies for inclusion on international sustainability indices. As a result, the number of listed companies selected for inclusion in the Dow Jones Sustainability Indices (DJSI) have increased every year since 2014. In 2020, 21 companies were selected for the DJSI, increasing from 20 companies in 2019. This number accounted for 40.26% of the total market capitalization and further cemented Thailand's status in holding the largest number of DJSI listings in ASEAN. In addition, seven listed companies achieved DJSI Industry Leader status, which refers to the highest score received globally within their respective industries, second only to companies from the United States of America. Furthermore, 38 SET-listed companies were selected for inclusion in the FTSE4Good Emerging Markets Index, an increase from 34 listed companies in 2019, and a further 41 listed companies were included in MSCI AC ASEAN ESG Universal Index, an increase from 37 listed companies in 2019. These achievements reflect improvements in and the recognition of sustainable business development internationally.



Developing Financial and Investment Personnel in Listed Companies

Chief Financial Officers (CFO)

SET is dedicated to improving the knowledge and capabilities of Chief Financial Officers (or CFO) in listed companies and companies preparing for listing. Courses on financial management and investment that are provided include budget planning, financial risk management, financial reporting, investment decision-making and fundraising. In 2020, SET organized the CFO's Orientation Course and CFO's Refresher Course in accordance with specified criteria in Thai, English, and in e-Learning formats to ensure that the training also encompasses foreign nationals within target groups. A total of 295 people participated in the trainings.

Accounting and Finance Personnel

SET provided funding for mid-level managers and financial and accounting staff in listed companies to participate in online training courses and seminars titled, "Financial reporting preparation for companies affected by COVID-19," and "Financial management strategies for organizational recovery and growth in the New Normal era." This is to enhance the company's financial and accounting knowledge, as well as ensure that businesses will be able to apply that knowledge efficiently and appropriately in the midst of the COVID-19 crisis. Overall, 2,195 people received funding to attend the training.

Developing SME Owners and Startup Entrepreneurs

Entrepreneurial Knowledge Library

SET develops knowledge materials through the Online Entrepreneur's Classroom for SMEs, startups, students and

interested parties. The website offers multiple learning methods and tools including e-Learning, Micro learning, infographics, and over 180 articles covering Sustainable Entrepreneurship and Innovation, Management, Marketing, Accounting, and Entrepreneurial Finance and Fundraising. In 2020, the Online Entrepreneur's Classroom received 331,552 views, and the 17 e-Learning courses welcomed 38,694 attendees, an increase of 370% from 2019. In addition, SET regularly collaborates with its network of partners from the public and private sectors and educational institutions to develop e-Learning curriculum that will equip entrepreneurs with foundational knowledge that they can further develop and apply in their respective businesses.

Developing the Quality of Entrepreneurs

SET promotes accounting knowledge for entrepreneurs to ensure that they can understand and apply accounting information appropriately in planning decisions and enhance the standards of their accounting systems. SET provided funding for over 80 interested entrepreneurs to attend the first session of the "Accounting Secrets for SMEs Owners" training course, and organized an online seminar titled, "Methods for Business Growth in Response to Mega Trends and the New Normal," which aimed to expand knowledge to a wider group of entrepreneurs and was attended by over 400 participants.

370%

Growth rate of e-Learning participants on the Online Entrepreneur's Classroom compared to 2019



Developing the Quality of Investment Professionals

In 2020, SET and the Association of Thai Securities Companies (ASCO) determined that the development direction for securities professionals would focus on preparedness and adaptation through times of intense competition and change. Key performances in this area were as follows:

Enhancing the Standards of Investment Professionals

○ Certified Investment and Securities Analyst Program (CISA) Standards

SET is responsible for overseeing the knowledge standards and examinations of the Investment Consultant Curriculum and the Certified Investment and Securities Analyst (CISA)¹ Curriculum, where SET regularly develops and reviews the quality of these examinations to optimize learning assessment outcomes.

Additionally, SET evaluates the safety of examinations and maintains exam systems to ensure that they are ready for use by conducting random inspections of examination and training standards at two testing centers, for a total of 14 times. SET further oversees and enacts safety guidelines for exam takers and staff in accordance with government measures, including by cancelling examinations during declared states of emergencies and providing mitigation measures for test takers affected by exam postponements or suspensions. In 2020, a total of 21,153 people took the Investment Consultant examination and 975 people took the CISA examination across all three levels.

○ Standardizing License Renewal (Refresher Course) for Investment Consultants

SET determines the curriculum standards for the License Renewal Refresher Course for investment consultants, investment planners, and investment analysts. In 2020, three new training institutes were registered, and SET approved 250 license renewal training courses. SET further conducted random audits of 11 licensed training institutes, totaling 16 times, to evaluate their performance standards. In addition, SET developed standards and systems including:

- An e-Learning course in collaboration with the Chartered Institute for Securities & Investment (CISI), a division of the London Stock Exchange, to support foreign professional practitioners. Training will commence from January 2021 onwards.
- The Professional Link Platform (Prof. Link) Application, launched in October 2020, to facilitate training courses and the renewal of professional licenses. By the end of 2020, users downloaded the Prof. Link application 10,644 times, and 71 license renewal training institutes and intermediary agencies were registered in the system.

Enhancing the Knowledge of Investment Professionals

○ Implementation of the Investment Professional Development Plan

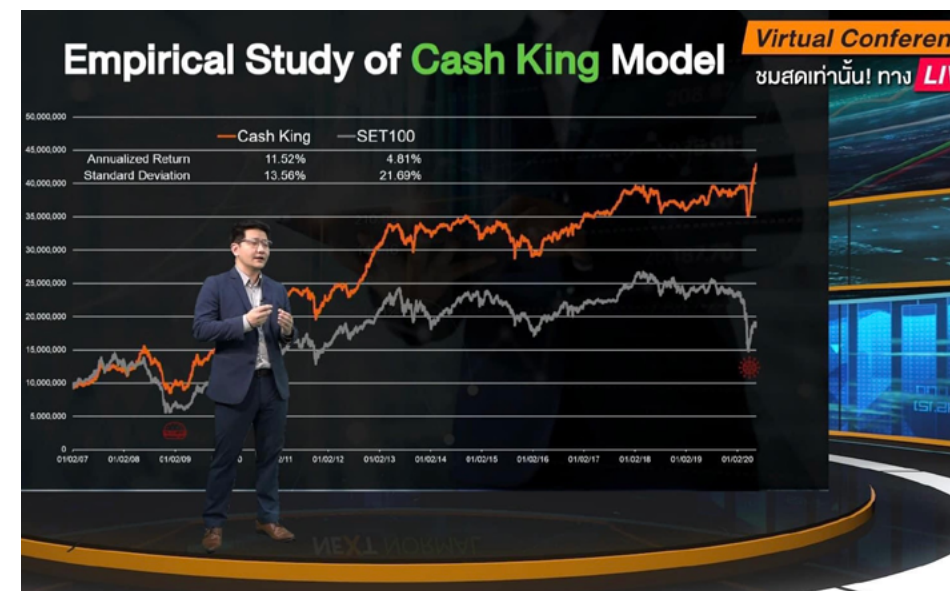
SET continuously develops the knowledge of investment professionals and intermediary institution personnel to ensure that the quality of investment advice and/or investment analysis services reflects the current developments in the capital market environment. SET works in collaboration with professional associations and businesses to define the Professional Development Roadmap, develop online and offline learning channels, and publish e-Learning courses on the Professional Classroom website.

In addition, SET has developed online training courses for three groups of professionals. These include courses to develop investment consultants into “Smart Investment Consultants,” to develop investment analysts into “Strategic Investment Analysts,” and to develop investment professionals and human resources staff into “Multi Asset Back Office Specialists.” In 2020, 7,655 investment professionals and related personnel received knowledge through these various channels.

○ Promoting Sustainable Investment Knowledge for Investment Professionals

SET develops and disseminates sustainable investment knowledge to investment analysts, fund managers and investment consultants to promote sustainable investment products and services as alternatives for investors. Courses include:

- “Foundation of ESG Analysis” an online seminar for investment analysts, in collaboration with the Association of Investment Analysts. A total of 364 people enrolled.
- “Sustainability Investing” course for investment consultants, offered through the “ESG Day for ICs” webinar of the ASCO Training Institute (ATI). A total of 359 investment consultants attended the training.
- The “Investing with Sustainability Considerations and Implications for Financial Planning” course, which focused on the ethics and responsibilities of a financial planner, organized by the Thai Financial Planners Association. A total of 646 financial planners from the previous four training sessions took part in the online training.



¹ CISA are qualifications for registering securities analysts and fund managers

Promoting Knowledge and Expanding Quality Investors

SET promotes finance and investment knowledge alongside efforts to expand a quality investor base by disseminating investment knowledge and services through a number of easily accessible channels. In 2020, important developments in this area are as follows:

Promoting Investment Knowledge

SET's Investor Classroom Project continues to provide investment knowledge for investors. Offerings range from investment fundamentals, targeted at novice investors, to investment analysis for professional investors, provided through both offline and online channels. In 2020, the Investor Classroom Project had a library of more than 2,700 knowledge articles, while the digital knowledge materials available on the SET website received 46 million views, a 100% increase from 2019. In addition, key achievements included the following:

- Provided investment knowledge through training courses and webinars on financial planning and investment via the Investor Classroom website. Over 34,000 investors and interested parties received knowledge from the courses offered.
- "Special Investor Classroom" curriculum developed to help investors learn and adapt quickly to investment conditions during the COVID-19 pandemic.
- Developed the SET e-Learning system to support a growing number of users and allow system integration with external agencies such as the Student Loan Fund (SLF) and the Government Pension Fund (GPF). The goal was to grant users convenient and quick access to learning resources. In 2020, 585,206 participants enrolled in the Investor Classroom Project via the SET e-Learning system, an increase of more than 6 times from 2019.

Promoting Sustainable Investment to Investors

SET develops and disseminates knowledge on sustainable investment to investors to stimulate sustainable investment in the Thai capital market. SET further aims to expand the knowledge base and promote sustainable investments amongst both retail and institutional investors through training, seminars and various educational materials across online and offline channels. In 2020, important achievements were as follows:

- Disseminated knowledge on sustainable investment to investors through regular trainings and seminars, such as the online seminar "ESG: Investing in the New Normal Era – What Investors Should Know," organized by the Thai Investors Association, and the Sustainability Forum 2020 webinar "Future Investment: Sustainable Finance, Sustainable Business," organized by the Thailand Management Association.

- Meetings and discussions to exchange ideas with institutional investors, asset management companies and related agencies to continuously support the concept, direction and operation of sustainable investment in the Thai capital market.
- Developed a series of online video clips for investors called "The Direction and Role of ESG Data in the Investment World Today" consisting of 18 clips published via www.settrade.com and YouTube: SET Thailand channel. From 26 October – 31 December 2020, the knowledge media series received a total of 15,651 views.

Quality Expansion of the Retail Investors

SET promotes access to investment channels and the expansion of a quality investor base. In 2020, there were 252,085 new investors, an 84% increase from the previous year and a record high. As a result, total retail investor numbers rose to 1,480,000 by the end of 2020, with 65% of investors residing outside of Bangkok and 67% being young investors aged 20–35. Concurrently, SET upgraded its knowledge and investment platforms across both online and offline channels to meet the needs of investors in the digital age. SET also partnered with securities companies to integrate the e-Open account system and facilitate the ease, speed, and convenience of investments for users, and developed digital asset platforms to accommodate technological changes in line with increasingly diverse investment behaviors. **FS14**

In addition, SET has collaborated with commercial banks, credit card companies and 16 asset management companies to create new investment channels through the innovative conversion of credit card holders' loyalty points to mutual funds. This new approach enables wealth creation through spending for consumers and facilitates new business opportunities for asset management companies by allowing them to tap into a new customer base.

84%

Growth in the number of new retail investors from the previous year

Building a Capital Market Network for Sustainable Development

SET, in collaboration with relevant agencies including the Securities and Exchange Commission (SEC), the Bank of Thailand (BOT), and national and international development cooperation organizations, determine policies and directions to sustainably develop the capital market into an important engine for the economic system, one which will deliver positive results for society and the environment. In 2020, key achievements were as follows:

Collaboration to Determine the Sustainability Direction of the Thai Capital Market

○ One Report: Enhancing Capital Market Sustainability Disclosures

Since 2019, the SEC, SET, and related agencies have jointly developed the annual registration statement and the annual report form (Form 56-1 One Report) in order to enhance the ESG disclosure standards of the Thai capital market in line with the needs of ESG information users. In 2020, the SEC announced the mandatory use of Form 56-1 One Report, which will come into effect from 2022 onwards. To prepare listed companies for this requirement, the SEC and SET provided communications and knowledge assets on both online and offline formats to help listed companies disclose information correctly, in accordance with the specified criteria.

○ Thailand Sustainable Finance Roadmap

BOT, SEC, Office of Insurance Commission (OIC), Fiscal Policy Office (FPO) and SET co-established the Working Group on Sustainable Finance, as part of the development of the Thailand Sustainable Finance Roadmap, to define an operational sustainability framework for business groups and financial institutions.

Collaborating to Promote the Sustainable Development of the International Capital Market

○ Ring the Bell for Financial Literacy 2020

As a member of the World Federation of Exchanges (WFE) and the International Organization of Securities Commission (IOSCO), SET organized the "Ring the Bell for Financial Literacy 2020" event and announced its intention to work with stock exchanges from over 30 countries at the World Investor Week to promote awareness of financial literacy. This effort is in line with SET's mission to help Thai people effectively access and apply their knowledge of finance and investment.

○ Cooperation for the Development of a Sustainable Capital Market Ecosystem

In 2020, SET signed a Memorandum of Understanding (MOU) with the International Finance Corporation (IFC) to determine the direction and enhance the sustainability performance of the Thai capital market. SET and IFC exchanged information in preparation for disseminating sustainability knowledge to capital market professionals and investors.





Employee Development

2020 Performance Overview

SET incubates the “SET DNA” values among employees to enhance their capabilities and adaptive resilience amidst an ever-changing environment. SET further strives to ensure continuous improvements in workplace safety, and to create an environment that fosters open learning and communications through various forms of employee engagement within the organization. These measures ensure that our work environment

is reflective of the ‘New Normal’. In 2020, key performance outcomes on employee development were as follows:

- 78% Employee Engagement Survey Results in 2020
- 3% Employee turnover rate
- 92% Percentage of online employee training
- Surveyed employee needs during the COVID-19 pandemic

Fair Employment Practices


SET strongly upholds human rights and fairness in our treatment of employees – from recruitment to well-being, to performance evaluations and fair remuneration – in order to encourage employee engagement and participation in driving organizational growth. SET’s key achievements in 2020 are outlined below.

SET Employees 102-8

SET recruits and selects employees based on their qualifications, talents and attitudes that are consistent with the job description and corporate values, without discrimination towards gender, disability, age, educational background, religious beliefs or political views. In 2020, SET employed a total of 753 employees, with the average age being 42 and an average work period of 15 years. Further details regarding employees are as follows:

 Total number of employee
753 employees

 Average age of employees
42 years

 Average length of service per employee
15 years

Employee Level	Male	Female	%
Top executives	14	10	3
Middle management	27	42	9
Junior management	62	120	24
Staff	141	337	64
Total	244	509	100

405-1

Age	Male	Female	%
Over 50 years	37	107	19
30-50 years	173	350	70
Below 30 years	34	52	11
Total	244	509	100

SET DNA

SET is committed to developing and encouraging our employees to become capable and ethical individuals, in line with the “SET DNA” values. These values outline the qualities expected of SET employees in 5 dimensions:

- **Leadership:** Be a leader capable of spearheading ideas, actions and decisions that lead to positive change
- **Proactive:** Be proactive, enthusiastic, driven and ready to face obstacles and challenges
- **Proficient:** Be professional at work to achieve goals effectively
- **Partnership:** Be willing to work as a team and build relationships in order to advance partnerships and achieve success collectively
- **Sustainable:** Be capable of performing duties with consideration for economic, social and environmental development to foster mutual and sustainable growth



Employee Well-being 401-2

SET provides our employees with benefits and welfare at levels higher than the legal requirement. We ensure that our treatment of employees encompasses their well-being in various aspects, including occupational health and safety, work enhancing facilities, the development of effective communication channels and employee participation. In 2020, the outbreak of the COVID-19 pandemic affected the work and livelihoods of our employees and their families. In response, SET conducted the SET COVID-19 Survey, which received 81% responses from employees, to evaluate their needs. These results were then analyzed and used to improve human resources management in accordance with the aforementioned circumstances. Employee well-being results were as follows:

Occupational Health and Safety

SET established policies and plans on occupational health, safety and work environment for employees and building occupants as required by law. These measures included the preparation of a manual for work safety and guidelines in case of emergencies, which covered epidemics. Additionally, SET organized emergency drills and safety training to raise awareness on the importance of occupational health and safety, and provided an opportunity for employees to correctly apply the knowledge they received from the trainings. In 2020, SET fulfilled the assessment criteria for the ASEAN Building Fire Safety Awards 2020. Furthermore, SET tailored our working environment and employee welfare model to ensure that they were suitable and relevant for the circumstances of the COVID-19 pandemic. Measures included:

- Encouraging employees to work from home as a means to reduce risk while commuting to work at the SET Building. In 2020, an average 75% of employees were working from home.

- Providing financial support for employees during the spread of COVID-19, such as for health insurance expenses, telephone bills, and office equipment costs.
- Developing a health screening system on the SET DNA application and setting up a health screening point before entering the SET Building.
- Provision of COVID-19 protective equipment for employees, including face masks and hand sanitizer gels, in addition to an operating manual for the SET Building.
- Appointing mental health consultants according to the Friends of the Partner Project by SET & RelationFlip.
- Providing additional channels to access nursing services and annual health check-ups at employees' hospital of choice instead of at the office building, and supporting the cost of flu vaccinations.

Work Enhancing Facilities

SET provided appropriate work equipment and facilities for employees traveling to work at the office as well as those working from home by:

- Offering a shuttle service, lunch coupons, and monthly parking fee waivers for employees working at the SET Building.
- Providing a remote working system and equipment support such as the delivery of computers, Pocket Wi-Fi and essential office supplies to employees' homes, and organizing online training courses in accordance with the 2020 Training Master Plan.
- Arranging a waiting area in the building for employees' children.



Communication Channels and Participation

Although SET was strictly adhering to social distancing measures in 2020, we were still able to develop and improve our online and office channels to stimulate two-way communications between managers and employees, as follows:

- “Conversations with P’Pui” via Facebook Live
An online channel for discussions, the exchange of ideas and communications between managers and employees regarding important news and operational policies within the organization. In 2020, the program was broadcast 33 times, viewed by an average 27% of all employees.
- SET Open Talk and Tea Time Activity
Online or offline channels to exchange views on work and life in the organization with governors and managers through two activities: 1) SET Open Talk, an online channel launched in October 2020, which received 28 messages for SET governors and managers by the end of 2020, and 2) The Tea Time Activity launched in August 2020 as a means to speak closely with governors and managers. This latter activity took place 8 times.
- SET’s Employee Club
SET established the SET Employee Club, which is governed

by the SET Employee Club Committee comprising 21 elected or appointed employees who serve for a one-year term. The Committee is tasked with organizing activities to promote the SET DNA values among employees. The Club also acts as a channel for employee on-the-job training, to help them develop skills beyond those relating to their regular work responsibilities, practice their leadership skills, promote creative expression, and encourage social responsibility.

During this past year, SET’s Employee Club 2020 organized activities to build relationships between employees and the organization under the ‘Happy Together’ concept and in line with remote working approaches. These activities focused on using technology to communicate and promote participation, such as the Happy Fit application developed for the “Fit from Home” project, which encouraged employees to exercise at home by counting their steps. By the end of the project, 428 employees participated and achieved a collective total of 130 million steps. In addition, SET’s Employee Club organized the SET New Year Party 2021: Anywhere with You event via Facebook Live so that all employees could join the event from anywhere.

75%

Average percentage of
Work from Home employees
in 2020

Performance Evaluation and Employee Remuneration

- SET evaluates employees’ annual performances against Key Performance Indicators (KPIs) that are based on their job descriptions, and assesses their competencies based on the SET DNA values. This combination of criteria serves as clear guidelines for performance monitoring.
- The development of KPIs and annual employee performance evaluations are conducted through the SAP SuccessFactors system. Employees can easily monitor and access the assessment system via the website or application.
- SET considers employees for promotions and fair and appropriate compensation according to the results of the annual performance appraisal. In 2020, the remuneration ratio of female to male employees was 0.82:1.

In addition, SET appointed a Welfare Committee and a Provident Fund Committee to jointly consider various benefits for management and employees. In terms of provident funds, employees have the option to contribute up to 15% of their salary, with SET contributing an additional 10%. Additionally, SET regularly provides employees with information on investment planning in provident funds to promote their knowledge and understanding of the topic. [102-41](#)

0.82 : 1

Female to male employee remuneration ratio [405-2](#)

Employee Engagement

SET and Kincentric, a leading human resources management consulting firm, surveyed employee engagement with the organization in order to utilize information to develop and manage SET’s human resources approach. In 2020, 100% of employees participated in the survey, with results showing that the average employee engagement score was 78%, an increase of 4% from the previous assessment year (2018). In addition, the Employee Engagement Score revealed factors that affected employee turnover. At the end of 2020, the turnover rate was 3%, down from 5% in 2019.

Human Resource Information System: HRIS

SET utilizes the SAP SuccessFactors system, an HRIS tool, to manage employee information such as compensation

and benefits, leave days, training and development, and performance appraisals. This system is also capable of managing employee information at the individual, function, and organization levels, and thus inherently serves as an efficient workforce planning tool. In addition to being a tool for managing employee information, the SAP SuccessFactors system also assists managers and employees in managing their personal information, such as training registrations, medical expense reimbursements, leave days, KPIs and performance assessments, which they can access anytime, anywhere via the SET DNA application or SAP SuccessFactors. In 2020, SET continued to develop systems including registration and health screening prior to building entry, among other improvements. Throughout, SET ensures that the information is prepared, stored, maintained and used in accordance with the regulations of the Personal Data Protection Act, B.E. 2562 (PDPA).

Employee Development

SET develops employees’ skills and potential in line with our business direction and the SET DNA values. In managing employees’ learning activities according to the ‘New Normal’ approach, SET accounts for the diversity in learning behaviors of each group of employees, and places emphasis on employee empowerment and their preparedness to respond to rapid change.

Developing Employee Skills and Potential

SET develops employees’ skills and potential according to the 70-20-10 learning model, where 70% of development arises from on-the-job training, 20% through a professional feedback and coaching system, and 10% through individual based learning. Individual based learning is guided through training courses focused on ‘upskilling’ employees’ existing knowledge, ‘reskilling’ them with new knowledge, and promoting a wider knowledge base to achieve ‘multi-skills’, all of which are necessary for employees’ personal and professional development. In 2020, SET’s progress across each aspect of the learning model were as follows:

54 hours

Average training hours per person per year [404-1](#)

Proportion	Learning Model 404-2
70	<p>On-the-job Training</p> <p>SET developed learning activities that were student-centered in order to stimulate practical experiences and innovative ideas. Activities covered the four ‘right skills’ required at SET: technology, analytical thinking and problem solving, teamwork, and self-management. Examples of activities span from project assignments to roles on SET’s Employee Club. Employees were also encouraged to take up the opportunity of voluntary job rotations to acquire broader skill sets, talents, and work experiences. In 2020, the job rotation rate was 2%.</p>
20	<p>Feedback and Coaching</p> <p>SET promoted collaborative communications and learning platforms between supervisors and their teams to improve coaching and mentoring skills. In 2020, SET focused on encouraging managers and employees to exchange ideas and learnings through online channels such as Microsoft Teams and Facebook.</p>
10	<p>Individual Based Learning</p> <p>SET encouraged employees to attend internal and external training courses, both offline and online. These emphasized their knowledge development across 3 subject areas, in the following proportions:</p> <ul style="list-style-type: none"> ○ Reskill (55%) Examples include Relationship Manager (RM), Digital Competency, Data Analytics, Design Thinking, and Entrepreneur Mindset courses. ○ Upskill (24%) Examples include leadership courses, Fundamental Programs, and Functional Programs. ○ Multi skill (21%) Examples include monthly sharing activities, Inno-creative courses, People Management courses, and Multi-soft skill courses. <p>In 2020, managers and employees received 89% of their training internally within the organization and 34% externally. Up to 92% of that learning experience was conducted online. On average, managers and employees received 54 hours of training per person per year, while total employee development expenses were 34.7 million baht.</p>

In regard to employee development and well-being plans in 2021, SET will be placing emphasis on the quality of internal infrastructure, applying data to manage human resources and formulate effective incentives, and developing employee skills and capabilities according to our strategic direction and Individual Development Plans (IDP). Importantly, these plans

take into account employees’ ability to access learning channels efficiently, in line with the current external context. Moreover, employee learning will be regularly monitored and evaluated to use for IDP improvements and for creating more efficient annual employee trainings.



Social Development

2020 Performance Overview

SET has continued to increase its online channels for disseminating financial and investment knowledge in response to the new learning methods prompted by the 'New Normal' situation, and to increase opportunities for the public to have equal access to information and knowledge. Concurrently, through the SET Social Impact Platform, SET develops social entrepreneurs by providing a channel for them to learn from the knowledge and experiences of experts and businesses in the capital market, which will enable them to develop their own businesses and survive and thrive during the COVID-19 period. Key performances over the past year were as follows:

- **INVESTORY:** Added the Virtual Tour service that simulates visiting the INVESTORY Museum in person.
- **The SET Social Impact Platform** generated more than 116 million baht in economic value between 2016-2020.
- **Making Merits through Stock Sharing** Project added dividend donation services and has now accumulated donations of shares and dividends worth over 11 million baht.

Public Financial Literacy

SET works with its partners to disseminate financial knowledge and promote savings through investments to all levels of the public. This initiative takes into account appropriate content for the target audience through online and offline learning channels, as follows:

Financial Literacy Knowledge Centers

As a financial education repository for all, SET has designated the Maruey Library as a storehouse of financial and investment knowledge, and has equipped the INVESTORY Museum, which focuses on discovery museum style learning, with multimedia exhibition and experimentation capabilities. At present, both learning centers are located within the SET Building. Moreover, SET provides modern online learning channels to suit the needs and lifestyles of the digital age.

In 2020, SET enhanced its knowledge center service models to protect the safety of users and reduce the risks associated with the spread of COVID-19, by limiting service times and the number of users permitted onsite. Users interested in onsite visits must register in advance, practice social distancing, wear a surgical mask and pass a screening in accordance with SET regulations. In addition, SET introduced the 'New Normal' online learning service, which included:

- Increasing the number of e-Resources to grant users extended learning access through online channels such as audio books and e-Newspapers, and expanded the repository of e-Books that cover capital market and business topics.
- Introducing the Maruey Book Delivery service, which allows users to borrow and receive book deliveries, reduces the risks associated with using a shared space, and enables continuous learning.

- Introducing the INVESTORY Virtual Tour, which provides users with a simulation of the discovery museum experience and learning activities that are no different from an onsite visit.

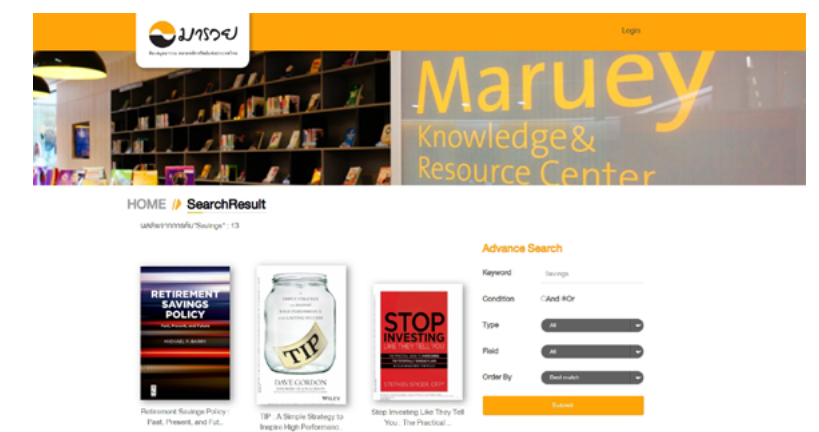
Although the COVID-19 situation had affected normal service hours, over 1.12 million users nevertheless visited the Maruey Library and INVESTORY Museum through various channels in 2020.

Financial Planning Support for the Public

For over eight years, SET has administered the Happy Money, Happy Retirement Project to instill financial discipline for people of all age groups in preparation for retirement. In collaboration with our partners, SET disseminates knowledge and simple financial planning tools catered to each target group while fulfilling digital learning approaches. In order to generate motivation and inspiration for practical knowledge applications, SET undertook the following measures in 2020:

- **Promoting Financial Literacy for Youth**

SET cultivates financial and investment knowledge among students from higher education institutions across the country via the SET University Networking Project, both in the form of training and via the SET e-Learning Investment and Financial Planning course. A total of 5,157 students nationwide participated and gained knowledge from this Project.



1.12 million people used the Maruey Library and INVESTORY Museum in 2020

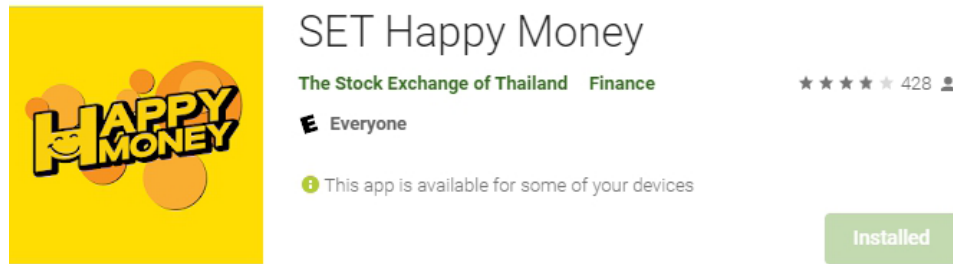
2.44 million people

Number of working age individuals who acquired knowledge on financial planning for retirement through the Happy Money, Happy Retirement Project

- Promoting Financial Literacy for the Workforce**
 SET continuously disseminates financial planning and happy retirement knowledge for both formal and informal workers nationwide. Focus is on the development of diverse resources and financial planning tools through online and offline channels, from knowledge clips to courses, manuals, and retirement planning programs that fulfill the needs of each target group. In addition, SET developed “PVD Space by SET” as an online learning channel that provides solutions to all dimensions of provident funds. The Happy Money, Happy Retirement Project has now produced over 5,800 financial trainers who have disseminated money management knowledge to over 2.44 million employees in various organizations nationwide.

Over 7 million viewers have also accessed knowledge and learning through the Happy Money, Happy Retirement Project website and social media channels.

- Happy Money Application**
 SET developed the “Happy Money Application” as a tool to promote financial discipline for all. Users are able to systematically record their income, expenses, and create personal budgets. There is also an integrated program to assist in financial health planning and analysis, which will stimulate behavioral change in terms of financial management and lead users to save money as well as achieve their financial goals. In 2020, a total of 108,031 users downloaded the application.



Social Enterprise Development and Social Responsibility



Social Enterprise Development

SET has developed the SET Social Impact Platform as a knowledge resource and network for social development through online channels such as websites and Facebook. The public is able to access knowledge on social enterprises and case studies on sustainable social enterprise development, which are designed to inspire and stimulate efforts to transform that knowledge into concrete social impact.

SET Social Impact plays an intermediary role by linking the resources and experiences of business owners with social entrepreneurs in order to exchange knowledge, develop processes for change and multiply positive social outcomes through social enterprises. Since 2016, the SET Social Impact Platform has contributed more than 116 million baht to the economy and has benefitted 94 participating social enterprises. Key operations in 2020 were as follows:

- Ability Building: Promoting Social Entrepreneurs' Capabilities**
 SET builds the capabilities of social entrepreneurs through three courses:

- SE101@University, for higher education institution networks,
- SE102 Tutoring Entrepreneurship Skills for Success, and
- Impact Gym Project, which focuses on the coaching and mentoring of social entrepreneurs by senior executives in the Market for Alternative Investment (mai) and various experts, who provide knowledge beneficial for real-life application and development.

In 2020, SET Social Impact extended its partnerships to include Thaksin University, Chiang Mai University, and Ashram Arts Institute. As part of this, SET organized the SE101@University course to disseminate fundamental knowledge on social enterprise development to students, entrepreneurs and members of the public who are interested in social entrepreneurship. Additional forms of collaboration involved the Department of Business Development within the Ministry of Commerce, and the organization of an SE102 workshop for social entrepreneurs to apply their knowledge towards effective enterprise expansion and development.

116 million baht

Economic value generated from business deals on the SET Social Impact Platform between 2016-2020

The SET Social Impact Gym 2020 Project received the support of 34 top executives within SET and mai. These executives volunteered as lecturers and mentors to offer their knowledge, experiences and techniques for successful social enterprise operations.

Workability: Fostering Cooperation Between the Social and Business Sectors

The SET Social Impact Platform is an intermediary for exchanging knowledge, sharing information, and seeking cooperation to brainstorm, discuss, debate, and co-create solutions to social problems.

SET focuses on facilitating partnerships with business operators and stimulates innovation from social entrepreneurs by offering a variety of collaboration models and business deals including employment, marketing and sales channel support, and business consultations. This further includes funding for social enterprises in various areas such as education, agriculture, community development, support for disadvantaged groups, and environmental management. In 2020, SET Social Impact generated over 80 business deals.

Social Responsibility Activities

SET's social responsibility activities cover three areas: Promoting Youth Music and Sports Abilities, Public Hazard and Disaster Mitigation, and Helping the Impoverished and Disabled. Key accomplishments in 2020 are outlined below.

1. Promoting Youth Music and Sports Abilities

SET Youth Musical Competition

SET provided support to the College of Music, Mahidol University, in organizing the "23rd SET Youth Musical Competition," which provides the opportunity for musically talented youths to demonstrate and enhance

their skills for the national and international stage, and to encourage creative expression amongst youth. In 2020, SET promoted and communicated the Competition through various digital media outlets and music networks to attract more youth applicants. This resulted in an increase of competitor numbers to 659 people, a 17% increase from 2019.

SET Table Tennis for Everyone Program

SET, in collaboration with the Thailand Table Tennis Association, organized the SET Star Junior Table Tennis Program for the seventh consecutive year. The Program intends to and focuses on enhancing the skills and abilities of junior table tennis athletes through various competitions. In 2020, important competitions included the SET All Thailand Table Tennis Championship 2020 Circuit 1, SET Best of Thailand Royal Cup 2020, and SET Table Tennis Championship 2020 @THAMMASAT.

Furthermore, prior to the COVID-19 pandemic in February 2020, SET supported athletes in their preparation for the Olympic Games, and organized trainings to increase the capabilities of table tennis competition judges. Across the seven years that SET has organized this Program, it has helped to create opportunities for new athletes and elevate the potential of Thai youth sports to that of international levels. To date, over 28,000 athletes and members of the general public have participated in the Program.

2. Public Hazard and Disaster Mitigation

Following the spread of the COVID-19 pandemic, since 2020 SET has launched the SET United Against COVID-19 Project to provide assistance to groups impacted by the crisis, as follows:

Medical Supplies

SET donated the "CoviClear" COVID-19 disinfectant spray cabinets, which were invented and developed by a research team at the Faculty of Engineering, Mahidol University, and antiseptic sprays approved by the Food and Drug Administration to five government hospitals in five provinces heavily impacted by the spread of COVID-19. These hospitals were Phranangklao Hospital in Nonthaburi Province, Wachira Hospital Phuket in Phuket Province, Samutprakarn Hospital in Samut Prakan Province, Banglamung Hospital in Chonburi Province and Pattani Hospital in Pattani Province.

Affected Citizens

SET donated 22.5 tons of rice to aid people affected by the COVID-19 outbreak through 45 temples established with alms centers under the decree of His Majesty the Supreme Patriarch of Thailand. The temples redistributed the donations as two daily meals for people in affected communities. This effort reached approximately 22,500-45,000 people in need.

3. Support for Vulnerable Groups and the Impoverished

SET contributed to the funding of the

"Withstanding the Crisis to Provide Youth Food, Each Effort Supports Youth Meals" Project of the Equitable Education Fund (EEF) to mitigate nutritional problems for students affected by the COVID-19 situation. Employees of the Stock Exchange of Thailand, capital market organizations and interested citizens have been invited to donate to this project as part of efforts to reduce social inequality. This Project then allocated sums to be donated to significantly impoverished students with malnutrition and young children at kindergarten levels 1-3 across the nation.

Making Merits through Stock Sharing Project

The Thailand Securities Depository (TSD) of SET has continued to implement the "Making Merits through Stock Sharing" Project to accumulate shares or dividends for donation to the Sai Jai Thai Foundation under Royal Patronage. The Project also helps to reduce the time and expenses associated with the preparation and submission of shareholding documentation for transfers of below 100 shares. In 2020, a total of 449 donors accounting for a total of 550 transfers donated shares and dividends worth over 11 million baht.

11 million baht

Total value of shares and dividends donated to the Making Merits through Stock Sharing Project

28,000 people

Number of athletes and members of the public who benefited from the SET Table Tennis for Everyone Program





Environmental Management

2020 Performance Overview

The COVID-19 outbreak, subsequent declaration of a state of emergency and the Work from Home policy resulted in an overall reduction in resource and energy consumption at SET. Nevertheless, SET has increased the stringency of its health precautions to ensure that building occupants continue to receive maximum safety protection consistent with public health regulations. Meanwhile, SET has continued to pursue its efforts in energy and resource management to increase efficiencies and reduce its environmental impacts, in line with the standards of the Leadership in Energy and Environmental Design (LEED) certification. In 2020, key performances were as follows:

- Received the “fitwel Award,” which recognized SET’s Building as effectively enhancing the quality of life of its occupants, at the highest 3-star rating. SET is the first to receive such a ranking in Asia and the first outside of North America.
- Successfully passed the assessment for the Green Office Award 2020
- Developed the Climate Care Collaboration Platform
- Successfully passed the assessment for the ASEAN Building Fire Safety Awards 2020

SET’s Environmental Management Approach

SET has established its environmental management policies and practices in accordance with laws, regulations and international standards. In addition, performance reports are regularly submitted to the Board of Governors to ensure efficient resource management and consumption, increased efficiency in business operations, and reduced environmental impacts. SET’s key environmental management approach can be summarized as follows:

1. Apply innovation and technology in building management to enable efficient use of energy and resources.
2. Reduce direct and indirect greenhouse gas emissions, and produce a greenhouse gas emissions report based on the criteria of the Carbon Footprint for Organization to serve as the basis for controlling and reducing greenhouse gas emissions.

3. Promote green procurement processes.
4. Build partnerships with organizations to reduce environmental impacts.

In 2020, SET passed the assessment criteria for the Green Office Award 2020 and became the first in Asia to receive the highest 3-star rating for the “fitwel Award”. The award recognizes buildings that enhance the well-being of its occupants, and reflects SET’s commitment to environmental management and the health and safety of its building occupants. Over the past year, SET also passed the assessment criteria for the ASEAN Building Fire Safety Awards 2020.

Green Building

The SET Building serves as the center for asset and investment services. With 64,000 square meters of usage area, it offers spaces for both offices and multi-purpose use, such as for the Maruey Library and INVESTORY Museum. This translates into daily and potentially wasteful consumption of electricity, water and other non-renewable materials. This is particularly the case for electricity consumed by air-conditioners, computers, and indoor office lighting. SET is thus fully committed to maintaining and caring for the building in order to optimize resource use and minimize environmental impacts according to Green Building guidelines. SET’s 2020 goal was to reduce greenhouse gas emissions from its business operations by 3%.

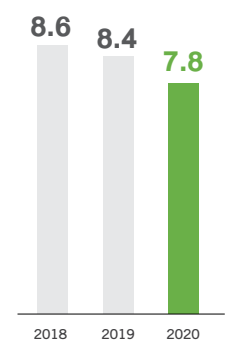
supply distribution equal to 69,829 kWh, an amount capable of reducing electricity purchases by 1%.

- Utilized technologies that enable a reduction in fuel consumption by increasing the hybrid vehicle fleet by 25% from 2018 to 65% of the total number of vehicles. Furthermore, three parking spaces with EV chargers have been installed for hybrid electric vehicles and battery powered electric vehicles.

In 2020, SET consumed a total of 7,819,829 kilowatt hours of electricity (totaled from 7,750,000 kilowatt hours of electricity purchased and 69,829 kilowatt hours of electricity generated from solar energy). However, SET’s energy conservation measures and impacts from the state of emergency arising from COVID-19 have resulted in reduced electricity purchases by 6.74% from the previous year. This translated into more than 2,470,119 baht in electricity costs saved. Meanwhile, the organization’s total fuel consumption was 80,434 liters, a decrease of 2.14% compared to 2019 due to a decrease in work-related travel.

6.80%
Greenhouse Gas Emission Reduction from 2019

Electricity consumption (unit : million kilowatt hours)



Energy Management

SET prioritizes building design by focusing on the usage and maintenance of energy-efficient electrical appliances and environmentally friendly technologies that reduce electricity and fuel consumption. In 2020, key performances were as follows:

- Reduced the use of electrical appliances.
- Generated electricity from renewable energy sources (solar panels) with a power

302-1
302-4
302-5

Water Management

SET's approach to water consumption ensures efficiency from the selection of water-saving equipment, such as the water pipeline system, sanitary ware and faucets, to the improvement and maintenance of its wastewater treatment system using modern technology. Such efforts ensure that treated wastewater can be reused effectively for building maintenance. Examples of measures include:

- Improving the wastewater filtration system (treated wastewater). The quality of the water that has passed through the filtration system is of the same high quality as achieved using a Reverse Osmosis (RO) system, meaning that more water can be reused.
- Improving the efficiencies of the wastewater treatment system and the RO water pretreatment system.

In 2020, SET consumed a total of 42,256 cubic meters of water, a decrease of 17.14% from 2019. This resulted from the decrease in building visitors and activities due to the COVID-19 pandemic.

Waste Management 306-2

SET has in place an efficient waste management system and campaigns to raise employees' awareness regarding waste. SET encourages its employees to actively participate in reducing and sorting waste correctly by using the "Invisible Trash" concept of the Care the Whale Project, in order to achieve the "Zero Waste to Landfill" target. In 2020, SET's achievements on waste management were as follows:

- Continued partnering with Siam Cement Group Public Company Limited (SCG) to reuse waste as a fuel source for cement production, thereby mitigating the problem of waste to landfill.
- Replaced plastic bottle packaging with glass bottles.
- Processed organic waste into organic fertilizers.
- Promoted awareness and behavioral change among employees and building users to foster cooperation on reducing environmental impacts with the goal of "Zero Waste to Landfill".

In 2020, SET generated 86,120 kilograms of waste. Of this amount, 25,650 kilograms, or 29.78% of total waste, was sent to be used as fuel for cement production. Moreover, SET aims to reduce the amount of total waste by encouraging employees to use resources wisely and continue the implementation of the "Care the Whale" Project.

305-1 305-5
305-2

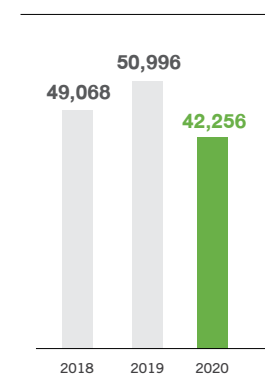
Greenhouse Gas Management

SET is committed to reducing its greenhouse gas emissions to zero (carbon neutral). In 2020, key greenhouse gas management efforts were as follows:

- Reduced direct greenhouse gas emissions (scope 1) and indirect greenhouse gas emissions (scope 2) by controlling the total volume of greenhouse gas emissions to under 5,398 tCO₂e per year (compared to base year 2017).
- Operated according to the energy conservation plan, particularly on electricity use (scope 2 emissions), which constitutes 95% of the organization's total greenhouse gas emissions.
- Participated in the Thailand Voluntary Emission Reduction Program (T-VER). From 2018 to 2020, SET received the certification that it had been able to reduce 2,777 tCO₂e of greenhouse gas emissions by generating electricity from solar energy and through the replacement of conventional lightbulbs to LED lightbulbs.

SET has prepared a greenhouse gas emissions report in accordance with the guidelines of the Carbon Footprint for Organization (CFO) assessment of the Thailand Greenhouse Gas Management Organization (TGO). The report covers scope 1 and scope 2 greenhouse gas emissions. It has been verified and assured of accuracy by an external agency. In 2020, SET's total greenhouse gas emission was 4,056 tCO₂e, a reduction of 298 tCO₂e per year. This is equivalent to a 6.80% decrease from 2019.

Water consumption (unit : cubic meters)



~30%

Proportion of total waste used as a fuel source for cement production



Green Procurement

SET has designated that green procurement be part of its environmental policy by developing the Green Procurement Guidelines to delineate its procurement approach. In 2020, SET aimed to increase the value of green procurement by 70% through the following approaches:

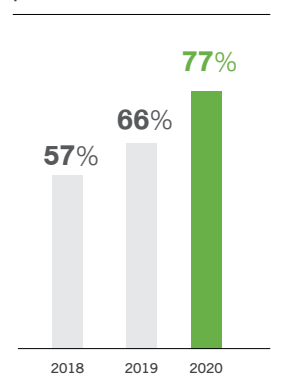
- Increased the number of environmentally friendly suppliers and green products/services, and updated the database of green products and services to serve as alternatives for procurement.
- Revised the environmental guidelines in its Terms of References (TOR) for green product and service groups to ensure that suppliers are aware of and consider the environmental impacts of their choice of materials and services, such as by

eliminating the use of decorative materials made from plastic and foam. Instead, SET opts to use natural or recycled materials, and specifies that materials should be reused or used for other social benefits after their original intended use.

- Continuously communicated the Green Procurement Guidelines to stakeholders.

In 2020, SET's green procurement value was 77% (against a 70% green procurement target), a 10.85% increase from 2019. In addition, there were 129 new green suppliers, which is an increase of 4 suppliers from 2019. Going forward, SET remains committed to increasing its procurement value of green products and services.

Proportion of green procurement



Collaborating on Climate Action

SET collaborates with listed companies and the public, private, and social sectors to promote the reduction of greenhouse gas emissions from business operations and daily activities through the Climate Care Collaboration Platform. The Platform is comprised of three key missions:

- Care the Bear Project: “Change the Climate Change”**

SET encourages listed companies and interested organizations to participate in reducing greenhouse gas emissions from conferences or events by using the 6 Cares Principles. In using operating results to calculate the amount of greenhouse gas emissions, SET can improve its method of analyzing, evaluating and managing emissions for better efficiency. In 2020, the Care the Bear Project partnered with 76 organizations and was able to reduce greenhouse gas emissions by 8,009.98 tCO₂e. This equates to planting 889,997 ten-year-old trees.

- Care the Whale Project: “Invisible Trash”**

SET and the Ratchadaphisek District businesses jointly worked with the government and civil society to promote integrated waste management on Ratchadaphisek District by implementing the 3 M Principles. The Principles consist of 1) Module: Joint planning, policy development, knowledge exchange, implementation and evaluation of waste separation management; 2) Monitor: Monitor results to tangibly reduce the amount of greenhouse gases through results analysis and continuous operational improvements; 3) Multiply: Collective campaigning and communicating to enhance cooperation, knowledge expansion and facilitate effective environmental management results. In 2020, the Care the Whale Project received the support of 23 partners and 14 businesses on Ratchadaphisek Road in implementing the 3M Principles. This collective effort



12,323
tCO₂e

Reduction in the volume of greenhouse gas emissions from the Climate Care Collaboration Platform

successfully reduced greenhouse gas emissions by 4,268.50 tCO₂e, which equates to planting 474,277 ten-year-old trees.

- Care the Wild Project: “Plant & Protect”**

SET has developed a fundraising platform for reforestation activities, which includes planting trees in new areas, supplementary planting, and tree protection, with the goal of achieving a 100% survival rate. This project has received support from the “Plant Protection Team” network, which consists of members from public and private organizations. Project participants have the option to fund their desired forest in addition to virtually planting and protecting their trees through the Care the Wild application. Furthermore, Project donors can use the application to track and verify progress every six months, as well as access information such as planting locations and date of planting. In 2020, the Care the Wild Project had a total of 15

partners. The project area covered 138 rai across 6 reforestation areas, and a total of 5,000 trees have been planted. For instance, the 10-rai community forest in Ban Khao Hua Khon, Ratchaburi Province has been sponsored by the Bank of Ayudhya PCL and the 15-rai Organic Forest Doi Area in Chiang Rai Province by the Stock Exchange of Thailand. These projects are able to reduce greenhouse gas emissions by 45 tCO₂e.

All three projects where SET has collaborated with 114 organizations from the private, public and social sectors have assisted in the reduction of greenhouse gas emissions by 12,323.48 tCO₂e which equates to planting 1,369,274 large ten-year-old trees.



SET's Sustainability Performance

Topics	Indicators	Performance						
		Unit	2018	2019	2020			
Key Financial Performance								
Overall Financial Performance	Operating revenues	THB million	5,722	5,890	6,548			
	Other income ¹	THB million	270	448	163			
	Income (loss) from investments	THB million	586	948	(364)			
	Operating expenses	THB million	3,978	4,217	4,289			
	Contribution to the Capital Market Development Fund (CMDF)	THB million	-	5,700	362			
	Income tax expense	THB million	479	214	378			
Key Financial Ratios	Revenue growth	%	3.90	10.76	(12.89)			
	Operating revenue growth	%	14.34	2.94	11.17			
	Operating ratio (operating expenses / operating revenues)	%	69.48	71.60	65.50			
	Net profit margin ²	%	29.72	(35.67)	21.33			
Sustainability Management								
Corporate Governance	Average board meeting attendance	%	91	88	97			
	Number of complaints or incidents related to corruption in SET's operations	case	0	0	0			
	Number of complaints or violations of regulations on the acquisition or disposal of securities by governors, management, and employees	case	0	0	0			
	Number of complaints or incidents related to insider trading violations by governors, management, and employees	case	0	0	0			
Risk Management	Incidents of cyber attacks or system malfunctions	case	0	0	0			
	Number of confirmed COVID-19 cases from operations or services provided by SET	case	-	-	0			
Sustainable Product, Service and Innovation Development	Number of listed companies in the SETTHSI Index	companies	45	53	58			
	Market capitalization of listed companies in the SETTHSI Index	%	53.43	55.70	61.00			
Market Growth								
Developing Listed Companies and Entrepreneurs	Number of listed companies in the Thailand Sustainability Investment (THSI) list	companies	79	98	124			
	Market capitalization of listed companies in the THSI list	%	59.80	65.00	69.00			
	Number of listed companies in the Dow Jones Sustainability Indices (DJSI)	companies	19	20	21			
	Market capitalization of listed companies in the DJSI	%	42.80	43.00	40.26			
	Average Corporate Governance Report (CGR) score of listed companies	%	81	82	83			
	Proportion of listed companies disclosing ESG information in accordance with GRI Sustainability Reporting Standards	%	13	14	17			
	Number of users accessing the Online Entrepreneur's Classroom website	views	-	-	331,552.00			
Developing Quality Investment Professionals	Number of candidates taking investment professional exams	persons	48,650	38,442	22,128			
	Number of users downloading the Professional Link Platform (Prof. Link) Application	persons	-	-	10,644			
	Number of participants in the Young Financial Star Competition (YFS) ³	persons	6,600	5,700	n/a			
Promoting Knowledge and Expanding Quality Investors	Number of users accessing the SET Investor Classroom	million views	17	23	46			
	Proportion of retail investors outside the Bangkok area compared to the total number nationwide	%	-	-	65			
Employee Development								
SET Staff	Male employees	persons / %	231	31	237	32	244	32
	Female employees	persons / %	513	69	508	68	509	68
	Total number of employees	persons / %	744	100	745	100	753	100

Topics	Indicators	Performance				
		Unit	2018	2019	2020	
Employee Remuneration and Well-being	Female to male remuneration ratio	female : male	0.82 : 1	0.81 : 1	0.82 : 1	
	Employee workplace-related injuries or fatalities	cases	0	0	0	
	Average employee engagement score	%	74	n/a	78	
	Employee turnover rate	%	4.6	5.0	3.0	
Employee Development	Employee development expenses	THB million	33.10	35.40	34.70	
	Average training hours of management and employees	hours/person/year	57	64	54	
Social Development						
Public Financial Literacy	Number of people accessing the Capital Market Knowledge Center Network	persons	900,000	1,046,800	1,123,333	
	Number of working age individuals learning about financial planning for retirement through the Happy Money, Happy Retirement Project	persons	830,000	2,160,000	2,445,731	
	Social Responsibility	Economic value generated from business deals through the SET Social Impact Platform	THB million	44.46	52.11	20.00
Number of social enterprises benefitting from the SET Social Impact Platform		organizations	-	-	94	
Number of members of the SET Social Impact Platform		organizations	138	156	250	
Number of views on the SET Social Impact website		views	228,000	120,160	192,798	
Environmental Management	Green Building	Scope 1 Greenhouse gas emissions	tons Co ₂ e per year	175	205	174
		Scope 2 Greenhouse gas emissions	tons Co ₂ e per year	5,013	4,837	3,882
	Total greenhouse gas emissions		5,188	5,042	4,056	
	Total electricity consumption	Electricity purchased	kilowatt-hours	8,613,000	8,310,000	7,750,000
Electricity generated from solar energy		kilowatt-hours	66,867	74,092	69,829	
Total electricity consumption		8,679,867	8,384,092	7,819,829		
Total fuel consumption	Diesel consumption	liters	28,263	24,350	22,757	
	Benzine consumption	liters	43,357	57,840	57,677	
	Total fuel consumption		71,620	82,190	80,434	
Total waste	Water supply use	cubic meters	49,068	50,996	42,256	
	Treated wastewater	cubic meters	14,583	15,299	12,677	
	Reused wastewater ⁵		2,996	2,250	n/a	
	General waste		98.53	82.74	24.16	
	Recycled waste		24.02	38.16	33.62	
	Organic waste	tons	22.58	35.58	28.08	
	Hazardous waste	tons	0.25	0.48	0.26	
	Total waste		145.38	156.96	86.12	
	Waste reused as fuel for cement production		-	39.73	25.65	
	Green Procurement	Proportion of green procurement	%	57.00	66.00	77.00
Collaborating on Climate Action	Total reduction of greenhouse gas emissions from the Climate Care Collaboration Platform	tons Co ₂ e per year	-	-	12,323	

Remarks

¹ Other income consists of income from educational activities, marketing activities, management fees and fund management, etc.

² Net profit margin is calculated by net profit/total revenues

³ In 2020, SET did not organize the Young Financial Star Competition (YFS) due to the COVID-19 pandemic

⁴ SET's Capital Market Knowledge Center consists of the Maruey Library and INVESTORY Museum

⁵ In 2020, SET improved the quality of its water treatment system

GRI Content Index



GRI Standards	Disclosure	Page Number	URL / Memo	SDG Mapping Linked to Disclosure
GRI 101: Foundation 2016				
GRI 102: General Disclosures 2016				
Organizational profile				
102-1	Name of the organization		The Stock Exchange of Thailand	
102-2	Activities, brands, products, and services	7		
102-3	Location of headquarters	7		
102-4	Location of operations	7		
102-5	Ownership and legal form	7		
102-6	Markets served	7		
102-7	Scale of the organization	9		
102-8	Information on employees and other workers	45		Goal 8: Decent work and economic growth – Employment
102-9	Supply chain	8-9		
102-10	Significant changes to the organization and its supply chain	8-9		
102-11	Precautionary Principle or approach	29-31		
102-12	External initiatives	18		
102-13	Membership of associations		https://www.set.or.th/en/about/overview/history_p1.html#membership	
Strategy				
102-14	Statement from senior decision-maker	4-5		
102-15	Key impacts, risks, and opportunities	14		
Ethics and integrity				
102-16	Values, principles, standards, and norms of behavior	45		
102-17	Mechanisms for advice and concerns about ethics	26		Goal 16: Peace, Justice and Strong institutions – Ethical and lawful behavior
Governance				
102-18	Governance structure	21		
102-19	Delegating authority	22-23		
102-20	Executive-level responsibility for economic, environmental, and social topics		https://www.set.or.th/en/about/overview/organization_p1.html	
102-21	Consulting stakeholders on economic, environmental, and social topics	10-11		Goal 16: Peace, Justice and Strong institutions – Inclusive decision making
102-22	Composition of the highest governance body and its committees	21		Goal 16: Peace, Justice and Strong institutions – Inclusive decision making
102-23	Chair of the highest governance body		https://www.set.or.th/en/about/overview/board_p1.html	
102-24	Nominating and selecting the highest governance body	21		Goal 16: Peace, Justice and Strong institutions – Inclusive decision making
102-25	Conflicts of interest	25		Goal 16: Peace, Justice and Strong institutions – Effective, accountable and transparent governance
102-26	Role of highest governance body in setting purpose, values, and strategy	22		
102-27	Collective knowledge of highest governance body	24		
102-28	Evaluating the highest governance body's performance	23		
102-29	Identifying and managing economic, environmental, and social impacts	16-17		Goal 16: Peace, Justice and strong institutions – Inclusive decision making
102-30	Effectiveness of risk management processes	29		
102-31	Review of economic, environmental, and social topics	18		

For the SDG mapping service, GRI services reviewed that the disclosures included in the content index are appropriately mapped against the SDGs.

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Governance				
102-32	Highest governance body's role in sustainability reporting	4		
102-33	Communicating critical concerns	26		
102-34	Nature and total number of critical concerns	26		
102-35	Remuneration policies	23		
102-36	Process for determining remuneration	23		
102-37	Stakeholders' involvement in remuneration	23		Goal 16: Peace, Justice and strong institutions – Inclusive decision making
102-38	Annual total compensation ratio		2020 SET Annual Report, p.61	
Stakeholder engagement				
102-40	List of stakeholder groups	10-11		
102-41	Collective bargaining agreements	48		Goal 8: Decent work and Economic growth – Freedom of association and collective bargaining
102-42	Identifying and selecting stakeholders	10		
102-43	Approach to stakeholder engagement	10-11		
102-44	Key topics and concerns raised	10-11		
Reporting practice				
102-45	Entities included in the consolidated financial statements	12-13		
102-46	Defining report content and topic Boundaries	18		
102-47	List of material topics	18		
102-48	Restatements of information	19		
102-49	Changes in reporting	18		
102-50	Reporting period	2		
102-51	Date of most recent report	2		
102-52	Reporting cycle	2		
102-53	Contact point for questions regarding the report	3		
102-54	Claims of reporting in accordance with the GRI Standards	2		
102-55	GRI content index	64-67		
102-56	External assurance		No	
GRI 200: Economic Topics				
GRI 103: Management Approach 2016				
103-1	Explanation of the material topic and its Boundary	18		
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103-3	Evaluation of the management approach	17		
GRI 201: Economic Performance 2016				
201-1	Direct economic value generated and distributed	9		Goal 8: Decent work and economic growth – Economic performance
201-2	Financial implications and other risks and opportunities due to climate change	60-61		
201-3	Defined benefit plan obligations and other retirement plans	48		
GRI 203: Indirect Economic Impacts 2016				
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203-2	Significant indirect economic impacts	17		Goal 8: Decent work and Economic growth – Indirect impact on job creation

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GRI 205: Anti-corruption 2016				
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205-2	Communication and training about anti-corruption policies and procedures	25		Goal 16: Peace, justice and strong institutions - Anti-corruption
205-3	Confirmed incidents of corruption and actions taken	25		Goal 16: Peace, justice and strong institutions - Anti-corruption
GRI 300: Environment Topics				
GRI 103: Management Approach 2016				
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GRI 302: Energy 2016				
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302-4	Reduction of energy consumption	57		Goal 12: Ensure sustainable consumption - Energy efficiency
302-5	Reductions in energy requirements of products and services	57		Goal 12: Ensure sustainable consumption - Energy efficiency
GRI 305: Emissions 2016				
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305-2	Energy indirect (Scope 2) GHG emissions	58		Goal 13: Take urgent action to combat climate and its impacts - GHG emissions
305-5	Reduction of GHG emissions	58		Goal 13: Take urgent action to combat climate and its impacts - GHG emissions
GRI 306: Effluents and Waste 2016				
306-2	Waste by type and disposal method	58		Goal 3: Good health and well being - Waste Goal 12: Ensure sustainable consumption - Waste
GRI 308: Supplier Environmental Assessment 2016				
308-2	Negative environmental impacts in the supply chain and actions taken	59		
GRI 400: Social Topics				
GRI 103: Management Approach 2016				
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GRI 404: Training and Education 2016				
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GRI 417: Marketing and Labeling 2016				
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GRI 418: Customer Privacy 2016				
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GRI Sector Disclosures: Financial Services				
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FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has integrated on environmental or social issues	38		Goal 10: Reduce inequality within and among countries - Responsible finance
FS11	Percentage of assets subject to positive and negative environmental or social screening	38		Goal 10: Reduce inequality within and among countries - Responsible finance
Local Communities				
FS14	Initiatives to improve access to financial services for disadvantaged people	42		Goal 10: Reduce inequality within and among countries - Access to financial services



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