



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

FINANSA PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2021



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : FINANSA PUBLIC COMPANY LIMITED

Symbol : FNS

Address : 48/48 TISCO Tower 20th Floor, North Sathorn Road, Silom,
Bangrak

Province : Bangkok

Postcode : 10500

Business : The Company is an investment holding company with a portfolio of
interests that can be categorized under three main headings :
(1) Real Estate Development and Investment (2) Direct
Investment (3) Financial Services

Registration Number : 0107545000080

Telephone : 0-2697-3700

Fax (if applicable) : 0-2266-6688

Website : <http://www.finansa.com>

Email : info@finansa.com

Total Shares Sold (shares)

Common Stock : 345,855,440

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	305.44	763.63	265.95
Financial Services and Investment (Thousand baht)	305.44	763.63	265.95

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Financial Services and Investment (%)	100.00	100.00	100.00

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	305.44	763.63	265.95
Domestic (Thousand baht)	305.44	763.63	265.95

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2019	2020	2021
R&D expenses in the past 3 years	0.00	0.00	0.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Strategic Risk

Changes that may affect the company's business operations in the next 3-5 years (Emerging risks)	: Yes
Changes in the industry in which the company operates	: No
Changes in behavior or needs of customers / consumers	: No
Changes in government policy and the enforcement of new laws or regulations	: No
Changes in policies or international agreements related to business operations	: No
Technological advancement	: No
Changes in business operations of partners in the supply chain	: No
Reliance on major shareholders or affiliates of major shareholders or managements	: No
Reliance on large customers or few customers	: No
Reliance on large partners/distributors or few partners/distributors	: No
Damage to company image and reputation	: No

Operational Risk

Loss of employees in key positions	: No
Shortage of skilled workers	: No
Shortage of raw materials or productive resources	: N/A
Error, failure or lack of proper control regarding company's systems or work process	: No
Human error in business operations	: No

Product obsolescence	: N/A
Information security and cyber-attack	: No
Loss or damage from non-compliance of partners or counterparties	: No
Delays in the development of new projects	: No
Business operations that have no commercial results	: No
Lease agreement execution	: No
Safety, occupational health, and working environment	: No
Climate change and disasters	: No
Impact on the environment	: No
Impact from population structure	: No
Impact on human rights	: No
Corruption	: No

Compliance Risk

Change in laws and regulations	: No
Outdated laws and regulations	: No
Violations of laws and regulations	: No
Corporate Governance	: No

Financial Risk

Lack of proper and sufficient sources of funding	: No
Change in financial and investment policies of financial institutions that affect business operations	: No
Default on payment or exchange of goods	: No

Fluctuation in exchange rates, interest rates, or the inflation rate	: No
Fluctuation in return on assets or investment	: Yes
Unhedged loan and borrowing in a foreign currency	: No

Risk to Securities Holder (2.2.2)

Return from investment of securities holder	: No
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Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Investment risk	: N/A
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Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Sustainability management policy and guideline : Yes

Company website on sustainable development : -
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Company environmental policy and guideline : Yes

Company website on sustainable : -
development – environmental aspect
(if applicable)

Results with Respect to the Environmental Aspect (3.3.2)

1. Energy management

1.1 Fuel consumption

Information on fuel consumption : No

1.2 Electricity consumption

Information on electricity consumption : No

2. Water management

2.1 Water consumption

Information on water consumption : No

3. Waste management

3.1 Waste from operations

Information on waste from operations : No

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : No

4.2 Verification of greenhouse gas emissions

Third-party verification : No

Name of verifying organization : -

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human rights policy : Yes

Company website on human rights policy (if applicable) : -

Results with Respect to the Social Aspect (3.4.2)

1. Information about employees

1.1 Total number of employees

	2019	2020	2021
Number of male employees (persons)	33	34	29
Number of female employees (persons)	39	40	36
Total (persons)	72	74	65

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	121,940,000.00	227,760,000.00	155,630,000.00

1.3 Employee development and training

Information on employee development and training : No

1.4 Health, safety and work environment

Information on Safety : Yes

	2019	2020	2021
Number of employee work injuries leading to employee absence (times)	0.00	0.00	0.00

1.5 Employee retention

Information on employee retention : No

2. Information on community and society

Activities or projects organized for the : Religion and culture; Quality of life, health, and sport
community and society

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Company website on corporate : -
governance policy

Policy and Guideline Related to the Board of Directors (6.1.1)

1. Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

1. Establishing a Code of Conduct

Code of Conduct : Yes

2. Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

**Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information**

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	6	100.00
Number of male directors	6	100.00
Number of female directors	0	0.00
Number of executive directors	3	50.00
Number of non-executive directors	3	50.00
Number of independent directors	3	50.00

Information on the board of directors and persons with authority to control the company (7.2.2)

1. List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. AKARAT NA RANONG Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	11 Jan 2011	Economics

2. Mr. VARAH SUCHARITAKUL	Director (Executive)	19 Jun 2002	Finance & Securities
Gender: Male			
Age: 58 years old			
Highest level of education:	Director type:		
Master's degree	Original director		
Major: Business Administration			
Thai nationality: Yes			
Residing in Thailand: Yes			
3. Mr. VORASIT POKACHAIYAPAT	Director (Executive)	19 Jun 2002	IT Management, Corporate Management, Finance, Property Development, Economics
Gender: Male			
Age: 59 years old			
Highest level of education:	Director type:		
Master's degree	Original director		
Major: Computer Information Systems			
Thai nationality: Yes			
Residing in Thailand: Yes			
4. Mr. NUTTAWUT PHOWBOROM	Director (Non-executive, Independent director)	25 Apr 2013	Economics, Accounting
Gender: Male			
Age: 58 years old			
Highest level of education:			
Master's degree			
Major: Business Administration	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
5. Mr. CHANMANU SUMAWONG	Director (Non-executive, Independent director)	1 Feb 2018	Law
Gender: Male			
Age: 66 years old			
Highest level of education:			
Master's degree			
Major: Law	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
6. Mr. KITTIPONG LERTVANANGKUL	Director (Executive)	15 Sep 2020	Finance, Finance & Securities
Gender: Male			
Age: 57 years old			
Highest level of education:	Director type: Re-		
Master's degree	elected as director		
Major: Finance			
Thai nationality: Yes			
Residing in Thailand: Yes			

2. List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. VIRABONGSA RAMANGKURA Gender: Male Age: 79 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	Date position was assumed: 15 Aug 2005 Date directorship ended: 7 Nov 2021	No replacement director
2. Mr. VORAPAK TANYAWONG Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re- elected as director	Date position was assumed: 26 Apr 2018 Date directorship ended: 29 Nov 2021	Mr. JAMES MARSHALL Date position was assumed: 24 Feb 2022

3. Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda
of the Board of Directors' meetings : No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

1. Audit Committee

1.1 List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. AKARAT NA RANONG [1] Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	19 Jan 2018	Economics
2. Mr. NUTTAWUT PHOWBOROM [1] Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	25 Apr 2013	Economics, Accounting
3. Mr. CHANMANU SUMAWONG [1] Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	1 Feb 2018	Law

[1] A director with the accounting expertise needed to review financial statements

1.2 List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
No information			

2. Other sub-committees

2.1 Sub-committees information

Name of sub-committees	List of directors	Position
The Nomination, Compensation and Corporate Governance Committee	Mr. AKARAT NA RANONG	Chairman
	Mr. CHANMANU SUMAWONG	Member
	Mr. VORASIT POKACHAIYAPAT	Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management	: The Nomination, Compensation and Corporate Governance Committee
Sub-committees responsible for nomination	: The Nomination, Compensation and Corporate Governance Committee
Sub-committees responsible for remuneration	: The Nomination, Compensation and Corporate Governance Committee
Sub-committees responsible for corporate governance	: The Nomination, Compensation and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: The Nomination, Compensation and Corporate Governance Committee

Executives (7.4)

List and positions of the executive (7.4.1)

1. The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. VORASIT POKACHAIYAPAT Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Computer Information Systems	MANAGING DIRECTOR	19 Jun 2002	IT Management, Corporate Management, Finance, Property Development, Economics
2. Mr. Teerath Pratumswan Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director	16 Dec 2021	Property Fund & REITs
3. Ms. Rachanee Mahatdetkul Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President of Direct Investment	1 Jan 2007	Property Fund & REITs, Property Development
4. Mr. JAMES MARSHALL Gender: Male Age: 68 years old Highest level of education: Below a bachelor's degree Major: Actuarial Science, London Stock Exchange Examinations	Head of Research and Business Development	1 Jan 1999	Data Analysis
5. Mr. Chakhrit Suphepre Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Computer Science & Information Technology	Group Head of IT & SVP	18 Apr 2012	IT Management
6. Ms. Wipa Nilsophon Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Assistant Managing Director, Compliance Department	22 Jan 2015	Governance/ Compliance
7. Mr. Chankit Assawarotjanamitree Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration	Head of Administration	1 Mar 2008	Procurement

8. Mrs. Nuchalee Junkhun Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Economics	Head of Human Resources	1 Mar 2009	Human Resource Management
9. Mrs. Siripan Leewanun [1] Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Head of Accounting	16 Jul 2010	Accounting

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Executive director and executive remuneration (7.4.2 – 7.4.3)

1. Remuneration policy for executive directors and executives

Remuneration policy for executive directors and executives : Yes

2. Remuneration

	2019	2020	2021
Total executive director and executive remuneration (baht)	35,061,889.00	75,050,000.00	43,365,000.00

3. Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

1. Employees

Number of male employees (persons) : 29

Number of female employees (persons) : 36

Total (persons) : 65

2. Employee Remuneration

Total employee remuneration : 155,630,000.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 65

Number of employees contributing to the PVD (persons) : 65

Percentage of employees who are members (%) : 100.00

Other Significant Information (7.6)

Other significant information

1. Assigned persons

1.1 Person assigned to take direct responsibility for accounting oversight

Person assigned to take direct
responsibility for accounting oversight : Yes

General information	Email	Telephone
1. Ms. Pornpen Putthikullawut	ir@finanssa.com	

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. VARAH SUCHARITAKUL	ir@finanssa.com	

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mrs. Sasivimon Suksai	ir@finanssa.com	

1.4 Head of compliance unit

Head of compliance unit : Yes

General information	Email	Telephone
1. Ms. Wipa Nilsophon	ir@finanssa.com	

1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Mrs. Siripan Leewanun	ir@finanssa.com	

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED	1. Mr. Kasiti Ketsuriyonk Email: ir@finanssa.com Telephone: -	2,000,000.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

1. List of new directors appointed in the past year

1.1 Re-elected as director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. AKARAT NA RANONG Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 11 Jan 2011	Economics
2. Mr. KITTIPONG LERTVANANGKUL Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 15 Sep 2020	Finance, Finance & Securities

1.2 Newly appointed director to replace ex-director

General information	Position	Date position was assumed	Experience and expertise
No information			

1.3 Additional and newly-appointed directors

General information	Position	Date position was assumed	Experience and expertise
No information			

2. Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. AKARAT NA RANONG	Chairman of the board	/
Mr. VARAH SUCHARITAKUL	Director	-
Mr. VORASIT POKACHAIYAPAT	Director	-
Mr. NUTTAWUT PHOWBOROM	Director	-
Mr. CHANMANU SUMAWONG	Director	/
Mr. KITTIPONG LERTVANANGKUL	Director	-

3. Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

1. Meetings involving company directors

Number of board meetings : 5

Date of AGM Meeting : 29 Apr 2021

Number of EGM meetings : No

2. Attendance of each director

2.1 Meeting information of current directors

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mr. AKARAT NA RANONG	Chairman of the board	5/5	Attended the meeting	Did not hold the meeting
2. Mr. VARAH SUCHARITAKUL	Director	5/5	Attended the meeting	Did not hold the meeting
3. Mr. VORASIT POKACHAIYAPAT	Director	5/5	Attended the meeting	Did not hold the meeting
4. Mr. NUTTAWUT PHOWBOROM	Director	5/5	Attended the meeting	Did not hold the meeting
5. Mr. CHANMANU SUMAWONG	Director	5/5	Attended the meeting	Did not hold the meeting
6. Mr. KITTIPONG LERTVANANGKUL	Director	5/5	Attended the meeting	Did not hold the meeting

2.2 Meeting information of directors who resigned/vacated their position during the year

List of directors	Position	Board meetings	AGM meetings	EGM meetings
1. Mr. VIRABONGSA RAMANGKURA	Chairman of the board	3/3	Attended the meeting	Did not hold the meeting

2. Mr. VORAPAK TANYAWONG	Director	4/4	Attended the meeting	Did not hold the meeting
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3. Remuneration for company directors

3.1 Remuneration information for current directors

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Mr. AKARAT NA RANONG	550,000.00	750,000.00	0.00	0.00	1,300,000.00
2. Mr. VARAH SUCHARITAKUL	0.00	0.00	0.00	0.00	0.00
3. Mr. VORASIT POKACHAIYAPAT	0.00	0.00	0.00	0.00	0.00
4. Mr. NUTTAWUT PHOWBOROM	225,000.00	450,000.00	0.00	0.00	675,000.00
5. Mr. CHANMANU SUMAWONG	535,000.00	650,000.00	0.00	0.00	1,185,000.00
6. Mr. KITTIPONG LERTVANANGKUL	0.00	0.00	0.00	0.00	0.00

3.2 Remuneration information for directors who resigned/vacated their positions during the year

List of directors	Meeting allowance (baht)	Salary (baht)	Bonus (baht)	Other (baht)	Total (baht)
1. Mr. VIRABONGSA RAMANGKURA	150,000.00	765,000.00	0.00	0.00	915,000.00
2. Mr. VORAPAK TANYAWONG	100,000.00	350,000.00	0.00	0.00	450,000.00

4. Non-monetary remuneration for the board of directors

4.1 Remuneration information for current directors

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mr. AKARAT NA RANONG	-	-	-
2. Mr. VARAH SUCHARITAKUL	-	-	-
3. Mr. VORASIT POKACHAIYAPAT	-	-	-
4. Mr. NUTTAWUT PHOWBOROM	-	-	-
5. Mr. CHANMANU SUMAWONG	-	-	-
6. Mr. KITTIPONG LERTVANANGKUL	-	-	-

4.2 Remuneration information for directors who resigned/vacated their positions during the year

List of directors	D&O (Directors and Officers' Liability Insurance)	ESOP (Employee Stock Ownership Plan)	EJIP (Employee Joint Investment Program)
1. Mr. VIRABONGSA RAMANGKURA	-	-	-
2. Mr. VORAPAK TANYAWONG	-	-	-

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

1. Audit committee meetings

Number of Audit committee meetings (times) : 4

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mr. AKARAT NA RANONG	Chairman of the audit committee	4/4
2. Mr. NUTTAWUT PHOWBOROM	Audit committee	4/4
3. Mr. CHANMANU SUMAWONG	Audit committee	4/4

2.2 Meeting information of audit committee members who resigned/vacated their position during the year

List of directors	Position	Audit Committee meetings
No information		

Statement of Financial Position

Statement of Financial Position

Assets

(Unit : Thousand baht)	2019	2020	2021
Current Assets			
Cash And Cash Equivalents	66,056.00	72,635.00	197,259.00
Short-Term Investments - Net	172,868.00	647,732.00	363,226.00
Current Portion Of Trade And Loan Receivables - Net	651,902.00	246,605.00	503,046.00
Current Portion Of Lease Receivables - Net	0.00	0.00	0.00
Other Current Assets	32,251.00	38,963.00	33,676.00
Total Current Assets	952,402.00	1,043,435.00	1,604,391.00
Non-Current Assets			
Non-Current Portion Of Trade And Loan Receivables - Net	0.00	0.00	0.00
Non-Current Portion Of Lease Receivables - Net	0.00	0.00	0.00
Long-Term Investments - Net	1,708,017.00	2,764,920.00	2,259,970.00
Property, Plant And Equipment - Net	112,371.00	87,502.00	86,715.00
Other Non-Current Assets	6,307.00	1,313.00	1,658.00
Total Non-Current Assets	3,144,344.00	3,024,863.00	2,524,087.00
Total Assets	4,096,746.00	4,068,298.00	4,128,478.00

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	0.00	0.00	0.00
Current Portion Of Long-Term Debts	230,000.00	400,000.00	640,000.00
Other Current Financial Liabilities	0.00	0.00	0.00
Other Current Liabilities	46,506.00	153,887.00	126,580.00
Total Current Liabilities	277,646.00	555,444.00	770,897.00
Non-Current Liabilities			
Non-Current Portion Of Long-Term Debts	1,040,000.00	640,000.00	666,800.00
Other Non-Current Liabilities	0.00	0.00	0.00
Total Non-Current Liabilities	1,143,665.00	706,464.00	740,314.00
Total Liabilities	1,421,311.00	1,261,908.00	1,511,211.00

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	1,729,277.00	1,729,277.00	1,729,277.00
Premium (Discount) On Share Capital	208,455.00	208,455.00	208,455.00
Retained Earnings (Deficits)	1,054,569.00	1,225,954.00	1,001,011.00
Other Components Of Equity	(310,479.00)	(357,296.00)	(321,476.00)
Equity Attributable To Owners Of The Parent	2,675,435.00	2,806,390.00	2,617,267.00
Total Equity	2,675,435.00	2,806,390.00	2,617,267.00

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	279,037.00	552,050.00	257,064.00
Total Revenue	305,437.00	763,634.00	265,943.00
Cost And Expenses			
Costs	220,268.00	283,732.00	157,423.00
Selling And Administrative Expenses	42,703.00	54,697.00	63,603.00
Fees And Service Expenses	0.00	0.00	0.00
(Reversal Of) Expected Credit Losses	0.00	61,755.00	(32,896.00)
Net Losses From Disposal Of Properties Foreclosed	0.00	0.00	0.00
Total Cost And Expenses	326,027.00	475,362.00	231,038.00
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	(7,095.00)	30,780.00	50,864.00
Profit (Loss) Before Finance Costs And Income Tax Expense	(27,685.00)	319,052.00	29,713.00
Finance Costs	64,263.00	72,732.00	58,830.00
Income Tax Expense	(9,366.00)	23,057.00	13,072.00
Net Profit (Loss) For The Period	(82,582.00)	223,263.00	(42,189.00)
Net Profit (Loss) Attributable To : Owners Of The Parent	(82,582.00)	223,263.00	(42,189.00)
Basic Earnings (Loss) Per Share (Baht/Share)	(0.24000)	0.65000	(0.12000)
EBITDA	44,158.00	368,380.00	43,431.00
Operating Profit	(20,158.00)	138,443.00	(6,870.00)

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	71,843.00	49,328.00	13,718.00
Net Cash From (Used In) Operating Activities	72,178.00	(189,924.00)	352,129.00
Net Cash From Investing Activities			
Net Cash From (Used In) Investing Activities	26,746.00	488,132.00	(348,065.00)
Net Cash From Financing Activities			
Dividend Paid	(51,878.00)	(51,878.00)	(172,926.00)
Net Cash From (Used In) Financing Activities	(172,601.00)	(283,045.00)	89,015.00

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	3.43	1.88	2.08
Quick ratio (times)	0.88	1.38	1.87
Cash flow liquidity ratio (times)	-	-	-
Liquid asset ratio (%)	-	-	-

Profitability

	2019	2020	2021
Gross profit margin (%)	27.88	62.84	40.81
Operating margin (%)	-	-	-
EBITDA margin (%)	-	-	-
Net profit margin (%)	(27.04)	29.36	(15.86)
Interest receive rate (%)	-	-	-
Cost of funds (%)	-	-	-
Interest income to average performing assets (%)	-	-	-
Net interest margin (%)	-	-	-
Return on investment (ROI) (%)	-	-	-
Return on equity (ROE) (Average) (%)	(3.00)	8.15	(1.56)
Cash from operation to operating profit (%)	-	-	-

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	0.69	5.06	0.74
Debt service coverage ratio (times)	0.19	0.92	0.07
Total debts to total equity (times)	0.53	0.45	0.58
Interest-bearing debt to equity ratio (times)	-	-	-
Deposits to total liabilities ratio (%)	-	-	-
Loans to borrowing ratio (%)	-	-	-
Loans to borrowing (%)	-	-	-
Interest bearing debt to EBITDA ratio (times)	28.86	2.84	30.30
Dividend per shares (baht/share)	0.15	0.50	0.50
Dividend payout ratio (%)	55.14	66.22	73.13
Dividend yield (%)	-	-	-
Performing assets to total borrowings ratio (times)	-	-	-
Performing assets to total assets ratio (%)	-	-	-
Liquid assets to total borrowings ratio (times)	-	-	-
Liquid assets to total assets ratio (%)	-	-	-

Asset Quality

	2019	2020	2021
Provision expense to loans (or Credit cost) (%)	-	-	-
Non-performing loans to total loans (%)	-	-	-
NPL ratio (%)	-	-	-
Allowance for doubtful accounts to non-performing loans ratio (%)	-	-	-
Capital adequacy ratio (%)	-	-	-
Non-performing loan to total loans ratio (%)	-	-	-
Accrued interest to total loans ratio (%)	-	-	-

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.07	0.19	0.06
Return on asset (ROA) (Average) (%)	(1.95)	5.47	(1.03)
Net interest income to average total assets ratio (%)	-	-	-
Non-interest income to average total assets ratio (%)	-	-	-

Other Ratio

	2019	2020	2021
Revenue growth rate (%)	-	-	-