



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

KRUNGTHAI CARD 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 : KRUNGTHAI CARD PUBLIC COMPANY LIMITED

Symbol : KTC

Address : UNITED BUSINESS CENTER II BUILDING, FLOOR 14, 591 NORTH
KLONGTON, WATTANA

Province : Bangkok

Postcode : 10110

Business : operates a credit card business as its main
business, including credit card related business, merchant
acquiring business, payment service, as well as a personal
loan business which includes personal loan business under
supervision and auto title loan.

Registration Number : 0107545000110

Telephone : 0-2123-5000, 0-2123-5100

Fax (if applicable) : 0-2828-5064

Website : www.ktc.co.th

Email : irktc@ktc.co.th

Total Shares Sold (shares)

Common Stock : 2,578,334,070

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	22,625,323.68	22,451,504.99	21,441,674.22
Credit Card Income (Thousand baht)	13,068,000.00	12,587,000.00	12,288,000.00
Personal Loan Income (Thousand baht)	9,069,000.00	9,177,000.00	8,643,000.00

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Credit Card Income (%)	57.76	56.06	57.31
Personal Loan Income (%)	40.08	40.87	40.31

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	22,625,323.68	22,451,504.99	21,441,674.22
Domestic (Thousand baht)	22,625,323.68	22,451,504.99	21,441,674.22

	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	: Yes
Changes in behavior or needs of customers / consumers	: Yes
Changes in government policy and the enforcement of new laws or regulations	: Yes
Changes in policies or international agreements related to business operations	: No
Technological advancement	: Yes
Changes in business operations of partners in the supply chain	: No
Reliance on major shareholders or affiliates of major shareholders or managements	: Yes
Reliance on large customers or few customers	: No
Reliance on large partners/distributors or few partners/distributors	: Yes
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	: Yes

Product obsolescence	: No
Information security and cyber-attack	: Yes
Loss or damage from non-compliance of partners or counterparties	: Yes
Delays in the development of new projects	: Yes
Business operations that have no commercial results	: Yes
Lease agreement execution	: Yes
Safety, occupational health, and working environment	: Yes
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	: Yes

Financial Risk

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

Fluctuation in exchange rates, interest rates, or the inflation rate	: Yes
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	: Yes
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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 : <https://www.ktc.co.th/sustainability-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 : <https://www.ktc.co.th/sustainability-development>
(if applicable)

Results with Respect to the Environmental Aspect (3.3.2)

1. Energy management

1.1 Fuel consumption

Information on fuel consumption : Yes

	2019	2020	2021
Fuel oil (liters)	258,085.00	203,779.00	159,708.00

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	2,344,000.00	2,212,000.00	2,410,000.00

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	18,344.00	18,467.00	16,917.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	88,560.00	92,486.00	95,547.00
Hazardous waste (kg)	0.00	4,520.00	0.00
Total (kg)	88,560.00	97,006.00	95,547.00

4. Greenhouse gas management

4.1 Greenhouse gas emissions

Information on greenhouse gas emissions : Yes

	2019	2020	2021
Scope 1 (Tons of carbon dioxide equivalents)	626.00	495.00	391.00
Scope 2 (Tons of carbon dioxide equivalents)	1,364.00	1,006.00	1,205.00
Scope 3 (Tons of carbon dioxide equivalents)	267.00	214.00	176.00
Total (Tons of carbon dioxide equivalents)	2,257.00	1,715.00	1,772.00

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) : <https://www.ktc.co.th/sustainability-development>

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)	555	556	531
Number of female employees (persons)	1,025	1,041	1,039
Total (persons)	1,580	1,597	1,570

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	2,450,357,587.00	2,277,625,766.00	2,422,484,406.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	39.23	45.59	57.04

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 : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	99.00	97.00	98.00

2. Information on community and society

Activities or projects organized for the community and society : Community environment development; Community engagement; Education; Quality of life, health, and sport; The disabled and the disadvantaged; Community economy, employment, and occupation

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 : https://www.ktc.co.th/sites/cs/assets/corporate-governance/document/KTC2021-governance-policy_governance-policy.pdf

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	7	100.00
Number of male directors	5	71.43
Number of female directors	2	28.57
Number of executive directors	1	14.29
Number of non-executive directors	6	85.71
Number of independent directors	4	57.14

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. PRASONG POONTANEAT Gender: Male Age: 63 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Newly appointed director to replace ex-director	21 Oct 2021	Law, Strategic Management, Risk Management, Corporate Management, Human Resource Management, Marketing, Finance, Banking, Accounting

2. Mr. RATHIAN SRIMONGKOL Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	11 Jan 2012	Strategic Management, Data Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Marketing, Digital Marketing, Health Care Services, Finance, Sustainability, Corporate Social Responsibility, Banking, Information & Communication Technology, Accounting
3. Lt.Gen. APICHAT CHAIYADAR Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	16 Dec 2016	Strategic Management, Risk Management, Human Resource Management
4. Mr. PRAPHAISITH TANKEYURA Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	11 Aug 2017	Strategic Management, Risk Management, Human Resource Management, Audit, Finance, Internal Control, Banking, Property Development, Marketing, Accounting, Statistics
5. Mr. NATHPORN CHATUSRIPITAK Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	20 Apr 2018	Strategic Management, Risk Management, IT Management, Marketing, Finance, Corporate Social Responsibility, Accounting, Engineering, Economics, Audit, Human Resource Management
6. Mrs. PRARALEE RATANAPRASARTPORN Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	5 Apr 2019	Strategic Management, Risk Management, Human Resource Management, IT Management, Finance, Banking, Accounting

7. Mrs. NAMPUNG WONGSMITH	Director	30 Oct 2019	Strategic Management, Risk
Gender: Female	(Non-executive,		Management, Human Resource
Age: 64 years old	Independent		Management, Audit,
Highest level of education:	director)		Finance, Banking,
Master's degree			Accounting
Major: Finance	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. PARINYA PATANAPHAKDEE	Chairman of the board	Date position was	Mr. PONGSIT
Gender: Male	(Non-executive)	assumed:	CHAICHUTPORNUSUK
Age: 64 years old		20 Jun 2017	Date position was assumed:
Highest level of education:	Director type: Newly	Date directorship	8 Apr 2021
Master's degree	appointed director to	ended:	
Major: Law	replace ex-director	8 Apr 2021	
Thai nationality: Yes			
Residing in Thailand: Yes			
2. Mr. PONGSIT CHAICHUTPORNUSUK	Chairman of the board	Date position was	Mr. PRASONG POONTANEAT
Gender: Male	(Non-executive)	assumed:	Date position was assumed:
Age: 58 years old		8 Apr 2021	21 Oct 2021
Highest level of education:	Director type: Newly	Date directorship	
Bachelor's degree	appointed director to	ended:	
Major: Law	replace ex-director	15 Oct 2021	
Thai nationality: Yes			
Residing in Thailand: Yes			
3. Mr. PICHIT JONGSALISWANG	Director	Date position was	Mr. Rungruang
Gender: Male	(Non-executive)	assumed:	Sukkirdkijpiboon
Age: 41 years old		30 Oct 2019	Date position was assumed:
Highest level of education:	Director type: Re-	Date directorship	1 Jan 2022
Master's degree	elected as director	ended:	
Major: Business Administration		30 Dec 2021	
Thai nationality: Yes			
Residing in Thailand: Yes			

3. Other Information pertaining to committees

The Chairman is an independent director : No

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. PRAPHAISITH TANKEYURA [1] Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	11 Aug 2017	Strategic Management, Risk Management, Human Resource Management, Audit, Finance, Internal Control, Banking, Property Development, Marketing, Accounting, Statistics
2. Mr. NATHPORN CHATUSRIPITAK [1] Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	20 Apr 2018	Strategic Management, Risk Management, IT Management, Marketing, Finance, Corporate Social Responsibility, Accounting, Engineering, Economics, Audit, Human Resource Management
3. Mrs. NAMPUNG WONGSMITH [1] Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	30 Oct 2019	Strategic Management, Risk Management, Human Resource Management, Audit, Finance, Banking, Accounting

[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
Nomination and Remuneration Committee	Mr. PRAPHAISITH TANKEYURA	Member
Nomination and Remuneration Committee	Mr. Rungruang Sukkirdkijpiboon	Member
Nomination and Remuneration Committee	Mr. PRASONG POONTANEAT	Chairman
Audit, Environmental, Social Responsibilities, and Corporate Governance Committee	Mrs. NAMPUNG WONGSMITH	Member
	Mr. NATHPORN CHATUSRIPITAK	Member
	Mr. PRAPHAISITH TANKEYURA	Chairman

2.2 Roles of Sub-committees

Sub-committees responsible for risk management	: Audit, Environmental, Social Responsibilities, and Corporate Governance
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Audit, Environmental, Social Responsibilities, and Corporate Governance
Sub-committees responsible for corporate sustainability development	: Audit, Environmental, Social Responsibilities, and Corporate Governance

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. RATHIAN SRIMONGKOL Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	1 Jan 2012	Strategic Management, Data Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Marketing, Digital Marketing, Health Care Services, Finance, Sustainability, Corporate Social Responsibility, Banking, Information & Communication Technology, Accounting
2. Mr. Chutidej Chayuti [1][2] Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Feb 2006	Strategic Management, Risk Management, Marketing, Finance, Corporate Social Responsibility, Accounting, Economics, Audit, Sustainability, Finance & Securities, Budgeting, Project Management, Data Management
3. Mr. Virach Paisitsavet Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration	Chief Operations Officer	16 Feb 2012	Strategic Management, Change Management, Risk Management, Data Management, Human Resource Management, Corporate Management, Data Analysis, Procurement, Finance & Securities
4. Mr. Piyasak Tejasen Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Political Science	Senior Executive Vice President - Distribution	15 Aug 2005	Strategic Management, Data Management, Human Resource Management, Corporate Management, Marketing, Digital Marketing, Data Analysis, Finance & Securities

5. Mrs. Pittaya Vorapanyasakul Gender: Female Age: 61 years old Highest level of education: Bachelor's degree Major: Management	Executive Vice President - Credit Card	17 Feb 2014	Strategic Management, Data Management, Corporate Management, Brand Management, Project Management, Budgeting, Marketing, Digital Marketing, Tourism & Leisure, Data Analysis, Design, Negotiation
6. Mr. Khan Kachonboon Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Management	Senior Executive Coach- Corporate Communications	16 Jun 2020	Data Management, Change Management, Brand Management, Marketing, Digital Marketing, Data Analysis, Media & Publishing, Information & Communication Technology
7. Mr. Bucha Sirichumsang Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President - Office of President & CEO	1 Nov 2007	Law, Strategic Management, Data Management, Corporate Management, Audit, Data Analysis, Governance/ Compliance, Information & Communication Technology, Change Management, IT Management
8. Mr. Woottichai Jarernpol Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Statistics	Executive Vice President - Information Technology	17 Dec 2015	Data Management, Risk Management, IT Management, Project Management, Data Analysis, Electronic Components, Statistics, Information & Communication Technology
9. Mr. Sakda Chantrasuriyarat Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Accounting	Senior Vice President - Compliance	1 May 2014	Law, Data Management, Change Management, Risk Management, Corporate Management, Audit, Data Analysis, Sustainability, Corporate Social Responsibility, Internal Control, Accounting, Governance/ Compliance

10. Ms. Phichamon Jitpentham Gender: Female Age: 47 years old Highest level of education: Bachelor's degree Major: Art, Mass Communication	Senior Vice President - Personal Loans	1 May 2018	Strategic Management, Data Management, Risk Management, IT Management, Project Management, Marketing, Digital Marketing, Data Analysis, Media & Publishing, Change Management, Brand Management, Information & Communication Technology
11. Ms. Sirikalya Suthanyaphruet Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President - Corporate Communications	16 Jun 2020	Strategic Management, Data Management, Change Management, Corporate Management, IT Management, Brand Management, Project Management, Marketing, Digital Marketing, Data Analysis, Design, Negotiation, Media & Publishing, Information & Communication Technology
12. Ms. Chanidapa Suriya Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President - Services Center and Process Development	1 Sep 2020	Strategic Management, Data Management, Change Management, Risk Management, Human Resource Management, IT Management, Project Management, Audit, Data Analysis, Information & Communication Technology
13. Ms. Rueankeaw Kasemsavatsri Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Marketing	Vice President - KTC P BERM	1 Sep 2020	Strategic Management, Data Management, Change Management, Risk Management, IT Management, Brand Management, Marketing, Digital Marketing, Data Analysis, Media & Publishing, Information & Communication Technology

[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)	178,473,746.00	210,244,962.00	230,011,827.00

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) : 531

Number of female employees (persons) : 1039

Total (persons) : 1570

2. Employee Remuneration

Total employee remuneration : 2,422,484,406.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 1570

Number of employees contributing to the PVD (persons) : 1381

Percentage of employees who are members (%) : 87.96

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. Mrs. Rojjana Ussayaporn	rojjana.u@ktc.co.th	

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. Peerapong Pitrpibulpatit	peerapong.r@ktc.co.th	028285089

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. Pornchai Wijitburaphat	pornchai.w@ktc.co.th	026313171

1.4 Head of compliance unit

Head of compliance unit : Yes

General information	Email	Telephone
1. Mr. Sakda Chantrasuriyarat	sakda.c@ktc.co.th	028285756

1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Ms. Apisama Na Songkhla	apisama.n@ktc.co.th	028285067

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. Suphamit Techamontrikul Email: - Telephone: -	4,610,000.00	-

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
No information			

1.2 Newly appointed director to replace ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRASONG POONTANEAT Gender: Male Age: 63 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 21 Oct 2021	Law, Strategic Management, Risk Management, Corporate Management, Human Resource Management, Marketing, Finance, Banking, Accounting

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. PRASONG POONTANEAT	Chairman of the board	-
Mr. RATHIAN SRIMONGKOL	Director	-
Lt.Gen. APICHAT CHAIYADAR	Director	-
Mr. PRAPHAISITH TANKEYURA	Director	/
Mr. NATHPORN CHATUSRIPITAK	Director	/
Mrs. PRARALEE RATANAPRASARTPORN	Director	-
Mrs. NAMPUNG WONGSMITH	Director	/

3. Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

1. Meetings involving company directors

Number of board meetings	: 19
Date of AGM Meeting	: 8 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. PRASONG POONTANEAT	Chairman of the board	4/4	Did not attend the meeting	Did not hold the meeting
2. Mr. RATHIAN SRIMONGKOL	Director	19/19	Attended the meeting	Did not hold the meeting
3. Lt.Gen. APICHA CHAIYADAR	Director	19/19	Attended the meeting	Did not hold the meeting
4. Mr. PRAPHAISITH TANKEYURA	Director	19/19	Attended the meeting	Did not hold the meeting
5. Mr. NATHPORN CHATUSRIPITAK	Director	19/19	Attended the meeting	Did not hold the meeting
6. Mrs. PRARALEE RATANAPRASARTPORN	Director	17/19	Did not attend the meeting	Did not hold the meeting
7. Mrs. NAMPUNG WONGSMITH	Director	18/19	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. PARINYA PATANAPHAKEE	Chairman of the board	5/5	Attended the meeting	Did not hold the meeting

2. Mr. PONGSIT CHAICHUTPORNISUK	Chairman of the board	9/9	Did not attend the meeting	Did not hold the meeting
3. Mr. PICHIT JONGSALISWANG	Director	17/19	Attended the meeting	Did not hold the meeting

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. PRASONG POONTANEAT	-	115,000.00	-	-	115,000.00
2. Mr. RATHIAN SRIMONGKOL	-	310,000.00	2,750,303.00	-	3,060,303.00
3. Lt.Gen. APICHAT CHAIYADAR	-	310,000.00	2,750,303.00	-	3,060,303.00
4. Mr. PRAPHAISITH TANKEYURA	-	802,000.00	2,750,303.00	-	3,552,303.00
5. Mr. NATHPORN CHATUSRIPITAK	-	550,000.00	2,750,303.00	-	3,300,303.00
6. Mrs. PRARALEE RATANAPRASARTPO RN	-	-	-	-	-
7. Mrs. NAMPUNG WONGSMITH	-	550,000.00	2,750,303.00	-	3,300,303.00

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. PARINYA PATANAPHAKDEE	-	160,000.00	3,437,879.00	-	3,597,879.00

2. Mr. PONGSIT CHAICHUTPORNUSUK	-	340,000.00	-	-	340,000.00
3. Mr. PICHIT JONGSALISWANG	-	482,000.00	2,750,303.00	-	3,232,303.00

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. PRASONG POONTANEAT	/	-	-
2. Mr. RATHIAN SRIMONGKOL	/	-	-
3. Lt.Gen. APICHAT CHAIYADAR	/	-	-
4. Mr. PRAPHAISITH TANKEYURA	/	-	-
5. Mr. NATHPORN CHATUSRIPITAK	/	-	-
6. Mrs. PRARALEE RATANAPRASARTPORN	/	-	-
7. Mrs. NAMPUNG WONGSMITH	/	-	-

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. PARINYA PATANAPHAKDEE	-	-	-
2. Mr. PONGSIT CHAICHUTPORNUSUK	-	-	-
3. Mr. PICHIT JONGSALISWANG	-	-	-

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) : 12

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mr. PRAPHAISITH TANKEYURA	Chairman of the audit committee	12/12
2. Mr. NATHPORN CHATUSRIPITAK	Audit committee	12/12
3. Mrs. NAMPUNG WONGSMITH	Audit committee	11/12

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	1,348,367.78	2,197,388.26	2,362,884.56
Short-Term Investments - Net	4,016.83	0.00	3,000.32
Current Portion Of Trade And Loan Receivables - Net	80,183,498.28	82,794,070.48	82,087,789.05
Current Portion Of Lease Receivables - Net	0.00	1,042,281.32	355,643.52
Other Current Assets	1,152,448.00	486,272.40	434,057.15
Total Current Assets	82,688,330.89	86,520,012.46	85,243,374.60
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	1,111,125.55	500,988.95
Long-Term Investments - Net	4,979.88	77,787.89	85,459.00
Property, Plant And Equipment - Net	495,089.97	495,860.88	414,640.21
Other Non-Current Assets	2,220,861.50	3,389,709.29	3,226,626.90
Total Non-Current Assets	2,720,931.35	5,074,483.61	4,227,715.06
Total Assets	85,409,262.23	91,594,496.07	89,471,089.65

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Current Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	11,375,485.57	15,739,408.66	9,129,971.16
Current Portion Of Long-Term Debts	6,185,000.00	9,007,498.69	9,714,609.67
Other Current Financial Liabilities	0.00	0.00	0.00
Other Current Liabilities	7,620,957.62	7,257,693.43	7,089,057.44
Total Current Liabilities	25,181,443.19	32,004,600.78	25,933,638.27
Non-Current Liabilities			
Non-Current Portion Of Long-Term Debts	39,980,000.00	34,962,929.03	35,924,632.82
Other Non-Current Liabilities	512,774.80	514,623.60	528,418.07
Total Non-Current Liabilities	40,492,774.80	35,477,552.63	36,453,050.89
Total Liabilities	65,674,217.99	67,482,153.41	62,386,689.16

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	2,578,334.07	2,578,334.07	2,578,334.07
Premium (Discount) On Share Capital	1,891,808.72	1,891,808.72	1,891,808.72
Retained Earnings (Deficits)	15,237,563.62	18,328,810.33	21,942,520.10
Other Components Of Equity	0.00	0.00	423,694.19
Equity Attributable To Owners Of The Parent	19,707,706.42	22,798,953.12	26,836,357.08
Total Equity	19,735,044.24	24,112,342.66	27,084,400.50

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Revenue			
Revenue From Operations	22,625,323.68	22,451,504.99	21,441,674.22
Total Revenue	22,625,323.68	22,451,504.99	21,441,674.22
Cost And Expenses			
Costs	0.00	0.00	0.00
Selling And Administrative Expenses	7,722,048.29	7,522,809.82	7,325,575.44
Fees And Service Expenses	0.00	0.00	0.00
(Reversal Of) Expected Credit Losses	6,433,033.60	6,489,407.18	5,455,542.62
Net Losses From Disposal Of Properties Foreclosed	0.00	0.00	0.00
Total Cost And Expenses	14,155,081.89	14,012,217.00	12,781,118.06
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	0.00	795.56	10,669.00
Profit (Loss) Before Finance Costs And Income Tax Expense	8,470,241.80	8,440,083.55	8,671,225.17
Finance Costs	1,566,169.42	1,560,066.82	1,415,848.06
Income Tax Expense	1,380,107.80	1,371,699.86	1,466,856.85
Net Profit (Loss) For The Period	5,523,964.58	5,508,316.87	5,788,520.26
Net Profit (Loss) Attributable To : Owners Of The Parent	5,524,071.85	5,332,865.19	5,878,693.06
Basic Earnings (Loss) Per Share (Baht/Share)	2.14000	2.07000	2.28000
EBITDA	8,808,768.30	8,969,634.52	9,265,438.41
Operating Profit	8,470,241.80	8,439,287.98	8,660,556.17

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
Depreciation And Amortisation	338,526.50	529,550.98	594,213.24
Net Cash From (Used In) Operating Activities	(2,211,367.57)	5,469,287.67	8,334,255.04
Net Cash From Investing Activities			
Net Cash From (Used In) Investing Activities	(487,321.76)	(401,481.51)	(778,691.14)
Net Cash From Financing Activities			
Dividend Paid	(2,114,230.58)	(2,268,927.21)	(2,268,810.16)
Net Cash From (Used In) Financing Activities	1,324,912.32	(4,442,116.30)	(7,390,067.60)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	3.28	2.83	3.29
Quick ratio (times)	3.24	2.81	3.27
Cash flow liquidity ratio (times)	(0.09)	0.12	0.32
Liquid asset ratio (%)	-	-	-

Profitability

	2019	2020	2021
Gross profit margin (%)	87.67	88.27	88.38
Operating margin (%)	58.57	61.06	59.09
EBITDA margin (%)	46.41	46.05	43.21
Net profit margin (%)	29.10	28.22	27.00
Interest receive rate (%)	16.50	16.00	14.90
Cost of funds (%)	2.81	2.67	2.53
Interest income to average performing assets (%)	16.50	16.00	14.90
Net interest margin (%)	13.73	13.38	12.36
Return on investment (ROI) (%)	-	-	-
Return on equity (ROE) (Average) (%)	30.61	25.04	23.55
Cash from operation to operating profit (%)	(26.11)	64.81	96.23

Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	5.62	5.67	6.54
Debt service coverage ratio (times)	0.50	0.38	0.50
Total debts to total equity (times)	3.33	2.87	2.30
Interest-bearing debt to equity ratio (times)	2.92	2.51	2.01
Deposits to total liabilities ratio (%)	-	-	-
Loans to borrowing ratio (%)	-	-	-
Loans to borrowing (%)	-	-	-
Interest bearing debt to EBITDA ratio (times)	6.53	5.60	5.88
Dividend per shares (baht/share)	0.88	0.88	1.00
Dividend payout ratio (%)	41.70	42.53	41.25
Dividend yield (%)	3.45	1.29	1.50
Performing assets to total borrowings ratio (times)	1.50	1.57	1.70
Performing assets to total assets ratio (%)	1.01	1.02	1.04
Liquid assets to total borrowings ratio (times)	0.02	0.03	0.04
Liquid assets to total assets ratio (%)	0.02	0.02	0.03

Asset Quality

	2019	2020	2021
Provision expense to loans (or Credit cost) (%)	6.56	8.16	10.46
Non-performing loans to total loans (%)	7.28	5.46	6.18
NPL ratio (%)	1.06	1.78	3.60
Allowance for doubtful accounts to non-performing loans ratio (%)	622.24	460.40	292.17
Capital adequacy ratio (%)	-	-	-
Non-performing loan to total loans ratio (%)	-	-	-
Accrued interest to total loans ratio (%)	0.68	0.60	0.63

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.27	0.25	0.24
Return on asset (ROA) (Average) (%)	6.61	6.14	6.69
Net interest income to average total assets ratio (%)	0.15	0.15	0.14
Non-interest income to average total assets ratio (%)	0.06	0.05	0.05

Other Ratio

	2019	2020	2021
Revenue growth rate (%)	6.70	(2.52)	(2.78)