



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**KRUNGTHAI CAR RENT AND LEASE 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 CAR RENT AND LEASE PUBLIC COMPANY LIMITED

Symbol : KCAR

Address : 455/1 RAMA 3 ROAD, BANGKHLO, BANG KHO LAEM

Province : Bangkok

Postcode : 10120

Business : The Company operates and provides service for operating lease with a lease term of between one year and three years to the corporate customers and also provides short-term rental car service (from daily to monthly) to the corporate and individual customers. It also provides one - stop service through various series and sizes of cars.

Registration Number : 0107547000761

Telephone : 0-2291-8888

Fax (if applicable) : 0-2291-4488

Website : <http://www.krungthai.co.th>

Email : [operator\\_kcar@krungthai.co.th](mailto:operator_kcar@krungthai.co.th)

Total Shares Sold (shares)

Common Stock : 250,000,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2019	2020	2021
<b>Total (Thousand baht)</b>	1,967,912.00	2,193,402.00	2,205,681.00
Rental Cars (Thousand baht)	1,271,549.00	1,297,121.00	1,311,351.00
Sale of Used Cars (Thousand baht)	640,659.00	8,150.00	819,231.00

  

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Rental Cars (%)	64.61	59.14	59.45
Sale of Used Cars (%)	32.56	0.37	37.14

#### By Geographical Area or Market

	2019	2020	2021
<b>Total (Thousand baht)</b>	1,967,912.00	2,193,402.00	2,205,681.00
Domestic (Thousand baht)	1,967,912.00	2,193,402.00	2,205,681.00

  

	2019	2020	2021
<b>Total (%)</b>	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	-	-	-

# 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)	: No
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	: N/A
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	: 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	: No
Error, failure or lack of proper control regarding company's systems or work process	: No
Human error in business operations	: No



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

#### **Compliance Risk**

Change in laws and regulations	: No
Outdated laws and regulations	: N/A
Violations of laws and regulations	: No
Corporate Governance	: Yes

#### **Financial Risk**

Lack of proper and sufficient sources of funding	: Yes
Change in financial and investment policies of financial institutions that affect business operations	: Yes
Default on payment or exchange of goods	: Yes

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

**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 : No

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 : Yes

	2019	2020	2021
Fuel oil (liters)	N/A	11,200.00	19,000.00

##### 1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	N/A	304,659.00	297,024.00

## 2. Water management

### 2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	N/A	5,555.00	4,252.00

## 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 : No

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)	0	86	79
Number of female employees (persons)	0	65	59
<b>Total (persons)</b>	<b>0</b>	<b>151</b>	<b>138</b>

##### 1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	105.75	93.85	94.96

##### 1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	1,350.00	828.00	N/A

#### 1.4 Health, safety and work environment

Information on Safety : Yes

	2019	2020	2021
Number of employee work injuries leading to employee absence (times)	N/A	1.00	1.00

#### 1.5 Employee retention

Information on employee retention : No

#### 2. Information on community and society

Activities or projects organized for the community and society : Community engagement

# 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 : [http://www.krungthai.co.th/business\\_manual](http://www.krungthai.co.th/business_manual)

#### 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	5	83.33
Number of female directors	1	16.67
Number of executive directors	2	33.33
Number of non-executive directors	4	66.67
Number of independent directors	4	66.67

#### 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. PITHEP CHANTARASEREEKUL Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive)  Director type: Original director	15 Dec 2016	Automotive, Property Development, Marketing, Data Analysis, Leadership, Negotiation, Corporate Management, Risk Management, Change Management

2. Mr. PICHIT CHANTARASEREEKUL	Director (Executive)	3 Jan 2004	Change Management, Risk Management, Corporate Management, Marketing, Data Analysis, Negotiation, Automotive
Gender: Male			
Age: 49 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. EAKAPONG TUNGSRISANGUAN	Director (Non-executive, Independent director)	14 May 2019	Law, Finance, Transportation & Logistics, Automotive
Gender: Male			
Age: 46 years old			
Highest level of education:			
Doctoral degree			
Major: Engineering	Director type:		
Thai nationality: Yes	Original director		
Residing in Thailand: Yes			
4. Mr. CHAIWAT ATSAWINTARANGKUN	Director (Non-executive, Independent director)	3 Aug 2004	Accounting, Law, Automotive, Paper & Printing Materials, Construction Services
Gender: Male			
Age: 70 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. KAROON LAOHARATTANUN	Director (Non-executive, Independent director)	17 Apr 2017	Automotive, Finance, Property Development, Banking
Gender: Male			
Age: 65 years old			
Highest level of education:			
Master's degree			
Major: Business Administration	Director type: Re-elected as director		
Thai nationality: Yes			
Residing in Thailand: Yes			
6. Mrs. PAHFUN CHITTMITTRAPAP	Director (Non-executive, Independent director)	3 Aug 2004	Automotive, Law
Gender: Female			
Age: 55 years old			
Highest level of education:			
Doctoral degree			
Major: Business Administration	Director type: Re-elected as director		
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
No information			

## 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 : Yes

The company appoints at least one independent director to determine the agenda  
of the Board of Directors' meetings : Yes

## 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. CHAIWAT ATSAWINTARANGKUN [1] Gender: Male Age: 70 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)	3 Aug 2004	Accounting, Law, Automotive, Paper & Printing Materials, Construction Services
2. Mrs. PAHFUN CHITTMITTRAPAP Gender: Female Age: 55 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	3 Aug 2004	Automotive, Law
3. Mr. KAROON LAOHARATTANUN [1] Gender: Male Age: 65 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)	14 May 2019	Automotive, Finance, Property Development, Banking

[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
Nominating and Remunerating Committee	Mr. CHAIWAT ATSAWINTARANGKUN	Chairman
	Mrs. PAHFUN CHITTMITTRAPAP	Member
	Mr. PICHIT CHANTARASEREEKUL	Member
Corporate Governance Committee	Mrs. PAHFUN CHITTMITTRAPAP	Chairman
	Mr. EAKAPONG TUNGSRISANGUAN	Member
	Mr. PITHEP CHANTARASEREEKUL	Member
Risk Management Committee	Mr. KAROON LAOHARATTANUN	Chairman
	Mr. CHAIWAT ATSAWINTARANGKUN	Member
	Mr. PICHIT CHANTARASEREEKUL	Member

### 2.2 Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : Nominating and Remunerating Committee

Sub-committees responsible for remuneration : Nominating and Remunerating Committee

Sub-committees responsible for corporate governance : Corporate Governance Committee

Sub-committees responsible for corporate sustainability development : 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. PICHIT CHANTARASEREEKUL Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration	MANAGING DIRECTOR	27 Feb 2017	Change Management, Risk Management, Corporate Management, Marketing, Data Analysis, Negotiation, Automotive Finance, Marketing, Sustainability, Automotive, Finance & Securities
2. Mr. Sakditouch Chantarasereekul [1] Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Finance	Senior Assistant Managing Director of Business Support	1 May 2007	Automotive, Negotiation, Data Analysis, Marketing
3. Ms. Sirima Cha-emkun Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Director of Service	1 Jan 2007	Accounting, Finance, Information & Communication Technology, Automotive
4. Ms. Pornpan Sattawatkul [1][2] Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Computer Science	Finance and Accounting Manager	1 Jan 2005	

[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)	2,621.04	2,775.83	2,914.59

## 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) : 79

Number of female employees (persons) : 59

Total (persons) : 138

#### 2. Employee Remuneration

Total employee remuneration : 94.96

#### 3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 138

Number of employees contributing to the PVD (persons) : 96

Percentage of employees who are members (%) : 69.57

## 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. Pornpan Sattawatku	account@krungthai.co.th	022918888#250

##### 1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. Noppol Sakthong	noppol@krungthai.co.th	022918888#120

##### 1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Ms. Supichaya Khajornchaikul	supichaya@krungthai.co.th	022918888 #262

#### 1.4 Head of compliance unit

Head of compliance unit : No

General information	Email	Telephone
No information		

#### 1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Mr. Sakditouch Chantarasereekul	sakditouch@krungthai.co.th	022918888

#### 2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. DHARMNITI AUDITING COMPANY LIMITED	1. Ms. Soraya Tintasuwan Email: soraya@daa.co.th Telephone: 02596-0500	1,402,500.00	-

# 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. KAROON LAOHARATTANUN Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 17 Apr 2017	Automotive, Finance, Property Development, Banking
2. Mrs. PAHFUN CHITTMITRAPAP Gender: Female Age: 55 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 3 Aug 2004	Automotive, Law

##### 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. PITHEP CHANTARASEREEKUL	Chairman of the board	-
Mr. PICHIT CHANTARASEREEKUL	Director	-
Mr. EAKAPONG TUNGSRISANGUAN	Director	-
Mr. CHAIWAT ATSAWINTARANGKUN	Director	-
Mr. KAROON LAOHARATTANUN	Director	-
Mrs. PAHFUN CHITTMITRAPAP	Director	-

## 3. Directors' performance assessment

Method used to evaluate directors' performance : None

## 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 : 27 Apr 2022

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. PITHEP CHANTARASEREKUL	Chairman of the board	5/5	Attended the meeting	Did not hold the meeting
2. Mr. PICHIT CHANTARASEREKUL	Director	5/5	Attended the meeting	Did not hold the meeting
3. Mr. EAKAPONG TUNGSRISANGUAN	Director	5/5	Attended the meeting	Did not hold the meeting
4. Mr. CHAIWAT ATSAWINTARANGKUN	Director	5/5	Attended the meeting	Did not hold the meeting
5. Mr. KAROON LAOHARATTANUN	Director	5/5	Attended the meeting	Did not hold the meeting
6. Mrs. PAHFUN CHITTMITTRAPAP	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
No information				

### 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. PITHEP CHANTARASEREEKU L	335,950.00	-	-	-	335,950.00
2. Mr. PICHIT CHANTARASEREEKU L	302,300.00	-	-	-	302,300.00
3. Mr. EAKAPONG TUNGSRISANGUAN	165,140.00	-	-	283,580.00	448,720.00
4. Mr. CHAIWAT ATSAWINTARANGKU N	349,920.00	-	-	354,480.00	704,400.00
5. Mr. KAROON LAOHARATTANUN	266,780.00	-	-	283,580.00	550,360.00
6. Mrs. PAHFUN CHITTMITRAPAP	289,280.00	-	-	283,580.00	572,860.00

#### 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)
No information					



#### 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. PITHEP CHANTARASEREEKUL	-	-	-
2. Mr. PICHIT CHANTARASEREEKUL	-	-	-
3. Mr. EAKAPONG TUNGSRISANGUAN	-	-	-
4. Mr. CHAIWAT ATSAWINTARANGKUN	-	-	-
5. Mr. KAROON LAOHARATTANUN	-	-	-
6. Mrs. PAHFUN CHITTMITTRAPAP	-	-	-

##### 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)
No information			

## 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. CHAIWAT ATSAWINTARANGKUN	Chairman of the audit committee	4/4
2. Mrs. PAHFUN CHITTMITTRAPAP	Audit committee	4/4
3. Mr. KAROON LAOHARATTANUN	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
<b>Current Assets</b>			
Cash And Cash Equivalents	86,370.72	39,190.91	31,313.35
Short-Term Investments - Net	59,087.10	13.39	227,074.01
Current Portion Of Trade And Loan Receivables - Net	167,788.01	201,177.83	215,681.36
Current Portion Of Lease Receivables - Net	0.00	0.00	0.00
Other Current Assets	380,760.52	241,153.80	349,098.88
<b>Total Current Assets</b>	<b>694,006.35</b>	<b>481,535.93</b>	<b>823,167.60</b>
<b>Non-Current Assets</b>			
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	0.00	0.00	0.00
Property, Plant And Equipment - Net	4,467,789.95	4,437,079.74	4,460,159.40
Other Non-Current Assets	368,904.07	497,401.82	420,056.95
<b>Total Non-Current Assets</b>	<b>4,836,694.02</b>	<b>4,934,481.56</b>	<b>4,880,216.35</b>
<b>Total Assets</b>	<b>5,530,700.37</b>	<b>5,416,017.49</b>	<b>5,703,383.95</b>

## Liabilities

(Unit : Thousand baht)	2019	2020	2021
<b>Current Liabilities</b>			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	41,880.06	120,000.00	0.00
Current Portion Of Long-Term Debts	856,055.88	323,754.88	1,145,790.52
Other Current Financial Liabilities	0.00	0.00	0.00
Other Current Liabilities	423,685.20	203,198.40	160,739.82
<b>Total Current Liabilities</b>	<b>1,321,621.14</b>	<b>646,953.28</b>	<b>1,306,530.34</b>
<b>Non-Current Liabilities</b>			
Non-Current Portion Of Long-Term Debts	2,064,318.62	2,508,301.14	1,953,526.11
Other Non-Current Liabilities	89,385.04	133,390.21	186,538.03
<b>Total Non-Current Liabilities</b>	<b>2,153,703.66</b>	<b>2,641,691.35</b>	<b>2,140,064.14</b>
<b>Total Liabilities</b>	<b>3,475,324.80</b>	<b>3,288,644.63</b>	<b>3,446,594.48</b>

## Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	250,000.00	250,000.00	250,000.00
Premium (Discount) On Share Capital	162,450.37	162,450.37	162,450.37
Retained Earnings (Deficits)	1,642,899.69	1,715,813.38	1,844,426.72
Other Components Of Equity	25.50	(890.89)	(87.61)
<b>Equity Attributable To Owners Of The Parent</b>	<b>2,055,375.57</b>	<b>2,127,372.86</b>	<b>2,256,789.47</b>
<b>Total Equity</b>	<b>2,055,375.57</b>	<b>2,127,372.86</b>	<b>2,256,789.47</b>

# Statement of Comprehensive Income

## Statement of Comprehensive Income

### Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
<b>Revenue</b>			
Revenue From Operations	1,912,207.65	2,112,321.36	2,130,582.55
<b>Total Revenue</b>	<b>1,967,911.84</b>	<b>2,193,402.25</b>	<b>2,205,680.54</b>
<b>Cost And Expenses</b>			
Costs	1,519,055.60	1,736,226.97	1,714,901.90
Selling And Administrative Expenses	173,251.01	161,163.15	133,197.23
Fees And Service Expenses	0.00	0.00	0.00
(Reversal Of) Expected Credit Losses	0.00	0.00	0.00
Net Losses From Disposal Of Properties Foreclosed	0.00	0.00	0.00
<b>Total Cost And Expenses</b>	<b>1,714,000.66</b>	<b>1,920,154.02</b>	<b>1,870,112.08</b>
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	0.00	0.00	0.00
<b>Profit (Loss) Before Finance Costs And Income Tax Expense</b>	<b>253,911.18</b>	<b>273,248.22</b>	<b>335,568.45</b>
Finance Costs	84,891.94	90,303.05	80,821.76
Income Tax Expense	(51,802.55)	(38,301.38)	28,633.36
<b>Net Profit (Loss) For The Period</b>	<b>220,821.79</b>	<b>221,246.56</b>	<b>226,113.34</b>
Net Profit (Loss) Attributable To : Owners Of The Parent	220,821.79	221,246.56	226,113.34
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b>	<b>0.88000</b>	<b>0.88000</b>	<b>0.90000</b>
EBITDA	1,082,971.53	1,164,591.89	1,228,095.58
Operating Profit	198,206.98	192,167.33	260,470.47

# Statement of Cash Flow



## Statement of Cash Flow

### Statement of Cash Flow

	2019	2020	2021
<b>Net Cash From Operating Activities</b>			
Depreciation And Amortisation	829,060.35	891,343.67	892,527.13
<b>Net Cash From (Used In) Operating Activities</b>	(391,736.93)	708,439.64	906,649.98
<b>Net Cash From Investing Activities</b>			
<b>Net Cash From (Used In) Investing Activities</b>	(33,362.04)	54,042.77	(231,064.78)
<b>Net Cash From Financing Activities</b>			
Dividend Paid	(190,000.00)	(140,000.00)	(97,500.00)
<b>Net Cash From (Used In) Financing Activities</b>	421,606.19	(809,662.23)	(683,462.75)

# Financial Ratios

## Financial Ratios

### Liquidity

	2019	2020	2021
Current ratio (times)	0.53	0.74	0.63
Quick ratio (times)	0.24	0.37	0.19
Cash flow liquidity ratio (times)	(0.30)	1.10	0.69
Liquid asset ratio (%)	-	-	-

### Profitability

	2019	2020	2021
Gross profit margin (%)	11.50	10.18	13.26
Operating margin (%)	10.37	9.10	12.23
EBITDA margin (%)	55.03	53.10	55.68
Net profit margin (%)	11.22	10.09	10.25
Interest receive rate (%)	-	-	-
Cost of funds (%)	-	-	-
Interest income to average performing assets (%)	-	-	-
Net interest margin (%)	-	-	-
Return on investment (ROI) (%)	-	-	-
Return on equity (ROE) (Average) (%)	10.82	10.58	10.31
Cash from operation to operating profit (%)	-	-	-

## Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	2.99	3.03	4.15
Debt service coverage ratio (times)	1.03	3.21	1.34
Total debts to total equity (times)	1.69	1.55	1.53
Interest-bearing debt to equity ratio (times)	1.51	1.22	0.99
Deposits to total liabilities ratio (%)	-	-	-
Loans to borrowing ratio (%)	-	-	-
Loans to borrowing (%)	-	-	-
Interest bearing debt to EBITDA ratio (times)	2.84	2.50	2.50
Dividend per shares (baht/share)	0.70	0.44	0.43
Dividend payout ratio (%)	80.28	50.56	50.56
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)	0.53	0.74	0.63
Return on asset (ROA) (Average) (%)	3.26	3.49	6.11
Net interest income to average total assets ratio (%)	-	-	-
Non-interest income to average total assets ratio (%)	-	-	-

## Other Ratio

	2019	2020	2021
Revenue growth rate (%)	(5.00)	11.00	1.00