



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BANGKOK COMMERCIAL ASSET MANAGEMENT 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 : BANGKOK COMMERCIAL ASSET MANAGEMENT PUBLIC COMPANY LIMITED

Symbol : BAM

Address : 99 Surasak Rd, Silom, Bang Rak

Province : Bangkok

Postcode : 10500

Business : Management of non-performing loans (NPLs) and non-performing assets (NPAs)

Registration Number : 0107558000482

Telephone : 0-2267-1900

Fax (if applicable) : 0-2266-3377

Website : www.bam.co.th

Email : ir@bam.co.th

Total Shares Sold (shares)

Common Stock : 3,232,042,300

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2019	2020	2021
Total (Thousand baht)	12,236,169.87	12,427,026.17	13,306,233.11
Management of non-performing loans (NPLs) and non-performing assets (NPAs) (Thousand baht)	12,077,254.71	12,248,104.52	13,211,785.70

	2019	2020	2021
Total (%)	100.00	100.00	100.00
Management of non-performing loans (NPLs) and non-performing assets (NPAs) (%)	98.70	98.56	99.29

By Geographical Area or Market

	2019	2020	2021
Total (Thousand baht)	12,236,169.87	12,427,026.17	13,306,233.11
Domestic (Thousand baht)	12,236,169.87	12,427,026.17	13,306,233.11

	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 : Yes

(Unit : Thousand baht)	2019	2020	2021
R&D expenses in the past 3 years	-	-	6,400.00

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	: No
Changes in government policy and the enforcement of new laws or regulations	: Yes
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	: Yes
Reliance on large customers or few customers	: Yes
Reliance on large partners/distributors or few partners/distributors	: No
Damage to company image and reputation	: Yes

Operational Risk

Loss of employees in key positions	: No
Shortage of skilled workers	: No
Shortage of raw materials or productive resources	: Yes
Error, failure or lack of proper control regarding company's systems or work process	: Yes
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	: No
Business operations that have no commercial results	: No
Lease agreement execution	: No
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	: Yes
Corruption	: Yes

Compliance Risk

Change in laws and regulations	: Yes
Outdated laws and regulations	: Yes
Violations of laws and regulations	: Yes
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	: Yes
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 : 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 : Yes

	2019	2020	2021
Fuel oil (liters)	N/A	N/A	67,953.09

1.2 Electricity consumption

Information on electricity consumption : Yes

	2019	2020	2021
Amount of electricity purchased (kWh)	2,630,000.00	2,368,000.00	2,056,000.00

2. Water management

2.1 Water consumption

Information on water consumption : Yes

	2019	2020	2021
Water consumption (cubic meters)	33,739.00	30,731.00	30,025.00

3. Waste management

3.1 Waste from operations

Information on waste from operations : Yes

	2019	2020	2021
Non-hazardous waste (kg)	N/A	N/A	91,070.00
Hazardous waste (kg)	N/A	N/A	180.20
Total (kg)	N/A	N/A	91,250.20

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)	N/A	N/A	253.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	1,004.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	2,023.00
Total (Tons of carbon dioxide equivalents)	N/A	N/A	3,280.00

4.2 Verification of greenhouse gas emissions

Third-party verification : Yes

Name of verifying organization : School of Energy and Environment, University of Phayao

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)	624	623	603
Number of female employees (persons)	673	667	682
Total (persons)	1,297	1,290	1,285

1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	1,144,600,000.00	1,620,500,000.00	1,294,690,000.00

1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	14.00	17.60	11.48
Employee development and training expenses (baht)	40,252,824.65	25,864,963.50	17,321,459.35

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 (%)	2.29	2.31	2.79

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; Religion and culture; 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://shorturl.asia/qN4Dv>

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

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	9	100.00
Number of male directors	7	77.78
Number of female directors	2	22.22
Number of executive directors	1	11.11
Number of non-executive directors	8	88.89
Number of independent directors	4	44.44

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. Mrs. TONGURAI LIMPITI Gender: Female Age: 66 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) Director type: Re-elected as director	17 Apr 2017	Finance, Accounting, Banking, Leadership

2. Mr. BUNYONG VISATEMONGKOLCHAI	Vice Chairman (Non-executive)	2 Jul 2021	Law, Finance, Banking
Gender: Male			
Age: 65 years old			
Highest level of education:	Director type:		
Master's degree	Original director		
Major: Law			
Thai nationality: Yes			
Residing in Thailand: Yes			
3. Mr. VASANT THIENHOM	Director (Non-executive, Independent director)	1 Dec 2017	Law, Finance, Governance/ Compliance
Gender: Male			
Age: 67 years old			
Highest level of education:			
Master's degree			
Major: Law	Director type: Re- elected as director		
Thai nationality: Yes			
Residing in Thailand: Yes			
4. Mr. YOS KIMSAWATDE	Director (Non-executive, Independent director)	14 Nov 2017	IT Management, Statistics
Gender: Male			
Age: 67 years old			
Highest level of education:			
Master's degree			
Major: Management Information Systems	Director type: Original director		
Thai nationality: Yes			
Residing in Thailand: Yes			
5. Mrs. MANEERAT SRISAOVAJATI	Director (Non-executive, Independent director)	27 Jun 2018	Accounting, Finance, Banking
Gender: Female			
Age: 64 years old			
Highest level of education:			
Master's degree			
Major: Accounting	Director type: Re- elected as director		
Thai nationality: Yes			
Residing in Thailand: Yes			
6. Mr. SONGPOL CHEVAPANYAROJ	Director (Non-executive, Independent director)	1 Nov 2019	Finance, IT Management
Gender: Male			
Age: 50 years old			
Highest level of education:			
Master's degree			
Major: Finance	Director type: Original director		
Thai nationality: Yes			
Residing in Thailand: Yes			
7. Mr. SATORN TOPOTHAI	Director (Non-executive)	3 Apr 2020	Law, Finance, Banking
Gender: Male			
Age: 64 years old			
Highest level of education:	Director type: Re- elected as director		
Master's degree			
Major: Law			
Thai nationality: Yes			
Residing in Thailand: Yes			

8. Mr. PISIT SEREWIWATTANA	Director	5 Mar 2021	Finance, Economics,
Gender: Male	(Non-executive)		Banking
Age: 61 years old			
Highest level of education:	Director type:		
Master's degree	Original director		
Major: Master & Human Relation			
Thai nationality: Yes			
Residing in Thailand: Yes			
9. Mr. BUNDIT ANANTAMONGKOL	Director	5 Apr 2019	Finance, Finance &
Gender: Male	(Executive)		Securities, Fund
Age: 60 years old			Management, Insurance
Highest level of education:	Director type:		
Master's degree	Original 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. Ms. WILAI TANTINANTANA	Director	Date position was	No replacement director
Gender: Female	(Non-executive)	assumed:	
Age: 61 years old		7 Dec 2018	
Highest level of education:	Director type:	Date directorship	
Master's degree	Original director	ended:	
Major: Economics		30 Nov 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 : 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. VASANT THIENHOM Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	1 Dec 2017	Law, Finance, Governance/ Compliance
2. Mr. YOS KIMSAWATDE Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Management Information Systems Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	14 Nov 2017	IT Management, Statistics
3. Mrs. MANEERAT SRISAOVAJATI [1] Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	6 Jul 2018	Accounting, Finance, Banking
4. Mr. SONGPOL CHEVAPANYAROJ Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	1 Nov 2019	Finance, IT Management

[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 Executive Committee	Mr. BUNYONG VISATEMONGKOLCHAI	Chairman
	Mr. SATORN TOPOTHAI	Member
	Mr. Vichan Amornrojanavong	Member
	Mr. BUNDIT ANANTAMONGKOL	Member
The Risk Oversight Committee	Mr. SONGPOL CHEVAPANYAROJ	Chairman
	Mr. PISIT SEREWIWATTANA	Member
	Mr. Somphan Eamrungrroj	Member
	Ms. Kornpranom Wongmongkol	Member
	Mr. BUNDIT ANANTAMONGKOL	Member
The Nomination and Remuneration Committee	Mr. VASANT THIENHOM	Chairman
	Mrs. MANEERAT SRISAOVAJATI	Member
	Mr. SATORN TOPOTHAI	Member
	Mr. Sumate Maneewattana	Member
	Ms. WILAI TANTINANTANA	Member
The Corporate Governance and Social Responsibilities Committee	Ms. WILAI TANTINANTANA	Chairman
	Mr. PISIT SEREWIWATTANA	Member
	Mr. Manus Suksawasdi	Member
	Ms. Siriporn Eamrungrroj	Member
	Mr. Sumate Maneewattana	Member
The Technology Committee	Mr. YOS KIMSAWATDE	Chairman
	Mrs. MANEERAT SRISAOVAJATI	Member
	Mr. BUNDIT ANANTAMONGKOL	Member

2.2 Roles of Sub-committees

Sub-committees responsible for risk management	: The Risk Oversight Committee
Sub-committees responsible for nomination	: The Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: The Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: The Corporate Governance and Social Responsibilities Committee
Sub-committees responsible for corporate sustainability development	: The Corporate Governance and Social Responsibilities 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. BUNDIT ANANTAMONGKOL Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Finance	CHIEF EXECUTIVE OFFICE	1 Jan 2021	Finance, Finance & Securities, Fund Management, Insurance
2. Mr. SOMPORN MOONSRIKAEW Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Master of Public and Private Management, Graduate School of Public Administration	PRESIDENT	1 Jan 2021	Finance, Banking, Negotiation, Property Development
3. Mr. Choopong Phokhasawadi Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Economics	Senior Executive Vice President	1 Oct 2016	Economics, Property Development, Negotiation
4. Mr. Suntis Wattanakul [1] Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Master of Science Program in Applied Statistics	Senior Executive Vice President, Chief Financial Officer (CFO)	1 Oct 2015	Accounting, Finance, Statistics
5. Mr. Phongsathon Maneepim Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Law	Senior Executive Vice President, Regional Loan Restructuring and Sales	1 Oct 2019	Law, Property Development, Negotiation
6. Mr. Weeravej Sirichatchai Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Law	Senior Executive Vice President, Company Secretary	1 Mar 2020	Law, Corporate Management, Banking

[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)	7,769,838.71	8,395,000.00	8,355,000.00

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) : 603

Number of female employees (persons) : 682

Total (persons) : 1285

2. Employee Remuneration

Total employee remuneration : 1,294,690,000.00

3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 1285

Number of employees contributing to the PVD (persons) : 1246

Percentage of employees who are members (%) : 96.96

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. Wannee Punkawong	wanee@bam.co.th	02-267-1900 ต่อ 2301

1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mr. Weeravej Sirichatchai	weeravej.s@bam.co.th	02-267-1900 ต่อ 1041

1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Ms. Pannasri Diew-A-Nan	pannasri@bam.co.th	02-267-1900 ต่อ 1801

1.4 Head of compliance unit

Head of compliance unit : Yes

General information	Email	Telephone
1. Mr. Suratin Sutin	suratin@bam.co.th	02-267-1900 ต่อ 3601

1.5 Head of investor relations

Head of investor relations : Yes

General information	Email	Telephone
1. Mr. Rathanon Fookiat	rathanon.f@bam.co.th	022671900 ต่อ 2909

2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Ms. Ratana Jala Email: ratana.jala@th.ey.com Telephone: 02-264-9090 ต่อ 77028 2. Ms. Somjai Khunapasut Email: somjai.khunapasut@th.ey.com Telephone: 02-264-9090 ต่อ 77023 3. Ms. Rachada Yongsawadvanich Email: rachada.yongsawadvanich@th.ey.com Telephone: 02-264-9090 ต่อ 77029	8,400,000.00	Details: - Total service fee (baht): 100,000.00

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. Mrs. TONGURAI LIMPITI Gender: Female Age: 66 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) Director type: Re-elected as director	Date position was assumed: 17 Apr 2017	Finance, Accounting, Banking, Leadership
2. Mr. VASANT THIENHOM Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 1 Dec 2017	Law, Finance, Governance/ Compliance
3. Mrs. MANEERAT SRISAOVAJATI Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 27 Jun 2018	Accounting, Finance, Banking
4. Mr. SATORN TOPOTHAI Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 3 Apr 2020	Law, Finance, Banking

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
Mrs. TONGURAI LIMPITI	Chairman of the board	-
Mr. BUNYONG VISATEMONGKOLCHAI	Vice Chairman	-
Mr. VASANT THIENHOM	Director	-
Mr. YOS KIMSAWATDE	Director	-
Mrs. MANEERAT SRISAOVAJATI	Director	/
Mr. SONGPOL CHEVAPANYAROJ	Director	-
Mr. SATORN TOPOTHAI	Director	-
Mr. PISIT SEREWIWATTANA	Director	-
Mr. BUNDIT ANANTAMONGKOL	Director	-

3. Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment)
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Meeting attendance and remuneration to each Board member (8.1.2)

1. Meetings involving company directors

Number of board meetings : 15

Date of AGM Meeting : 27 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. Mrs. TONGURAI LIMPITI	Chairman of the board	15/15	Attended the meeting	Did not hold the meeting
2. Mr. BUNYONG VISATEMONGKOLCHAI	Vice Chairman	15/15	Attended the meeting	Did not hold the meeting
3. Mr. VASANT THIENHOM	Director	15/15	Attended the meeting	Did not hold the meeting
4. Mr. YOS KIMSAWATDE	Director	15/15	Attended the meeting	Did not hold the meeting
5. Mrs. MANEERAT SRISAOVAJATI	Director	15/15	Attended the meeting	Did not hold the meeting
6. Mr. SONGPOL CHEVAPANYAROJ	Director	14/15	Attended the meeting	Did not hold the meeting
7. Mr. SATORN TOPOTHAI	Director	14/15	Attended the meeting	Did not hold the meeting
8. Mr. PISIT SEREWIWATTANA	Director	11/11	Attended the meeting	Did not hold the meeting
9. Mr. BUNDIT ANANTAMONGKOL	Director	15/15	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. Ms. WILAI TANTINANTANA	Director	13/13	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. Mrs. TONGURAI LIMPITI	720,000.00	-	684,174.12	-	1,404,174.12
2. Mr. BUNYONG VISATEMONGKOLCHAI	1,170,000.00	-	456,116.08	-	1,626,116.08
3. Mr. VASANT THIENHOM	960,000.00	-	456,116.08	-	1,416,116.08
4. Mr. YOS KIMSAWATDE	832,500.00	-	456,116.08	-	1,288,616.08
5. Mrs. MANEERAT SRISAOVAJATI	890,000.00	-	456,116.08	-	1,346,116.08
6. Mr. SONGPOL CHEVAPANYAROJ	870,000.00	-	408,103.93	-	1,278,103.93
7. Mr. SATORN TOPOTHAI	840,000.00	-	312,079.64	-	1,152,079.64
8. Mr. PISIT SEREWIWATTANA	360,000.00	-	0.00	-	360,000.00
9. Mr. BUNDIT ANANTAMONGKOL	360,000.00	-	432,109.78	-	792,109.78

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. Ms. WILAI TANTINANTANA	502,500.00	-	456,116.08	-	958,616.08

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. Mrs. TONGURAI LIMPITI	/	-	-
2. Mr. BUNYONG VISATEMONGKOLCHAI	/	-	-
3. Mr. VASANT THIENHOM	/	-	-
4. Mr. YOS KIMSAWATDE	/	-	-
5. Mrs. MANEERAT SRISAOVAJATI	/	-	-
6. Mr. SONGPOL CHEVAPANYAROJ	/	-	-
7. Mr. SATORN TOPOTHAI	/	-	-
8. Mr. PISIT SEREWIWATTANA	/	-	-
9. Mr. BUNDIT ANANTAMONGKOL	/	-	-

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. Ms. WILAI TANTINANTANA	/	-	-

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) : 16

2. Audit committee meeting attendance

2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mr. VASANT THIENHOM	Chairman of the audit committee	16/16
2. Mr. YOS KIMSAWATDE	Audit committee	15/16
3. Mrs. MANEERAT SRISAOVAJATI	Audit committee	16/16
4. Mr. SONGPOL CHEVAPANYAROJ	Audit committee	15/16

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
Cash	4,706.35	4,908.15	98,798.66
Interbank And Money Market Items – Net	1,378,910.14	7,708,047.09	3,334,159.00
Financial Assets Measured At Fair Value Through Profit Or Loss	0.00	0.00	0.00
Investments – Net	70,181.94	451,304.00	469,735.07
Loans To Customers And Accrued Interest Receivables – Net	78,023,815.82	78,454,576.42	74,238,749.20
Properties Foreclosed – Net	23,899,114.79	28,078,238.18	29,666,344.41
Other Assets – Net	16,542,716.32	17,372,549.48	18,096,214.82
Total Assets	119,919,445.37	132,069,623.32	125,904,001.16

Liabilities

(Unit : Thousand baht)	2019	2020	2021
Deposits	0.00	0.00	0.00
Interbank And Money Market Items	0.00	0.00	0.00
Financial Liabilities Measured At Fair Value Through Profit Or Loss	0.00	0.00	0.00
Debts Issued And Borrowings	75,687,524.26	87,420,983.25	80,153,661.34
Other Liabilities	3,036,021.44	2,851,606.81	2,994,747.61
Total Liabilities	78,723,546.00	90,272,590.06	83,148,408.98

Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	15,075,000.00	16,160,211.50	16,160,211.50
Premium (Discount) On Share Capital	3,399,425.91	6,044,227.11	6,044,227.11
Retained Earnings (Deficits)	22,786,496.75	19,352,178.79	20,295,992.68
Other Components Of Equity	(65,023.29)	240,415.87	255,160.89
Equity Attributable To Owners Of The Parent	41,195,899.37	41,797,033.26	42,755,592.18
Total Equity	41,195,899.37	41,797,033.26	42,755,592.18

Statement of Comprehensive Income

Statement of Comprehensive Income

Statement of Comprehensive Income

(Unit : Thousand baht)	2019	2020	2021
Net Interest Income	7,007,374.56	7,555,279.58	7,010,418.50
Net Fees And Service Income	0.00	0.00	0.00
Gains (Losses) From Financial Instruments At Fair Value Through Profit Or Loss	0.00	0.00	0.00
Gains (Losses) From Investments	3,991.60	0.00	0.00
Dividend Income	38,186.09	25,924.22	14,333.71
Other Operating Expenses	3,757,130.81	2,641,037.60	2,726,614.42
(Reversal Of) Expected Credit Losses	134,618.11	5,199,146.91	4,765,029.48
Profit (Loss) From Operating Before Income Tax Expense	6,212,044.53	2,195,749.98	3,255,830.79
Income Tax Expense	(4,467,035.14)	355,127.83	655,615.78
Net Profit (Loss) For The Period	10,679,079.67	1,840,622.15	2,600,215.01
Net Profit (Loss) Attributable To : Owners Of The Parent	10,679,079.67	1,840,622.15	2,600,215.01
Basic Earnings (Loss) Per Share (Baht/Share)	3.88000	0.57000	0.80451

Statement of Cash Flow

Statement of Cash Flow

Statement of Cash Flow

	2019	2020	2021
Net Cash From Operating Activities			
(Reversal Of) Expected Credit Losses	134,165.50	5,199,147.91	4,765,029.78
Net Cash From (Used In) Operating Activities	(1,194,022.26)	30,918.08	5,348,844.36
Net Cash From Investing Activities			
Payment For Purchase Of Fixed Assets	(91,004.31)	(85,977.10)	(184,833.09)
Net Cash From (Used In) Investing Activities	(50,283.46)	(80,691.31)	(168,243.71)
Net Cash From Financing Activities			
Dividend Paid	(16,121,457.50)	(3,393,565.62)	(1,656,401.12)
Net Cash From (Used In) Financing Activities	1,592,544.20	6,378,342.52	(9,459,763.31)

Financial Ratios

Financial Ratios

Liquidity

	2019	2020	2021
Current ratio (times)	5.67	7.76	10.13
Cash flow liquidity ratio (times)	-	-	0.39
Liquid asset ratio (%)	0.26	1.25	3.19

Profitability

	2019	2020	2021
Net interest income to loans (%)	8.38	8.79	8.58
Gross profit margin (%)	76.67	75.96	73.26
Net profit margin (%)	87.98	15.31	20.61
Net profit margin (%)	87.27	14.81	19.54
Cost to income ratio (%)	37.53	27.42	27.11
Interest income to average performing assets (%)	11.06	11.73	11.42
Net interest margin (%)	1.80	5.10	1.17
Interest receive rate (%)	11.81	12.80	13.04
Cost of funds (%)	9.26	6.63	10.25
Return on investment (ROI) (%)	92.22	10.18	3.11
Return on equity (ROE) (Average) (%)	25.72	4.44	6.15

Financial Policy

	2019	2020	2021
Loans to borrowing (%)	-	-	-
Loans to deposits (%)	-	-	-
Total debts to total equity (times)	1.91	2.16	1.94
Deposits to total liabilities ratio (%)	1.75	8.54	4.01
Dividend per shares (baht/share)	1.13	0.51	0.55
Dividend payout ratio (%)	31.78	89.99	68.36
Dividend yield (%)	-	-	-

Asset Quality

	2019	2020	2021
Provision expense to loans (or Credit cost) (%)	7.47	14.56	19.56
Allowance for doubtful accounts to non-performing loans ratio (%)	-	-	-
Non-performing loan to total loans ratio (%)	-	-	-
Accrued interest receivable to loans (%)	-	5.55	10.50
Non-performing loans to total loans (%)	0.11	0.02	-
Capital adequacy ratio - Tier 1 (%)	-	-	-
Capital adequacy ratio (%)	-	-	-
Expected credit loss (ECL) (%)	-	-	-
Gross Non-performing loans (NPL) to total loans (%)	-	-	-
Net Non-performing loans (NPL) to total loans (%)	-	-	-
Risk weighted asset (million baht)	-	-	-

Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.11	0.10	0.10
Return on asset (ROA) (Average) (%)	9.39	1.46	2.02
Net interest income to average total assets ratio (%)	6.16	6.00	5.43
Non-interest income to average total assets ratio (%)	2.72	1.97	2.90

Other Ratio

	2019	2020	2021
Liquidity Coverage Ratio (%)	-	-	-
Net Stable Funding Ratio (%)	-	-	-