



# **Annual Registration Statement / Annual Report**

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

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

**SAKSIAAM LEASING 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 : SAKSIAM LEASING PUBLIC COMPANY LIMITED

Symbol : SAK

Address : 49/47 Chetsada Bodin Road., Tha It, Muang Uttaradit , Uttaradit Province.

Province : Uttradit

Postcode : 53000

Business : Provides loan service under the regulations of the Bank of Thailand (BOT) including vehicle title loan, personal loan and other loan.

Registration Number : 0107559000290

Telephone : 0-5544-4495

Fax (if applicable) : 0-5544-0371

Website : [www.saksiam.com](http://www.saksiam.com)

Email : [saksiam@saksiam.co.th](mailto:saksiam@saksiam.co.th)

#### Total Shares Sold (shares)

Common Stock : 2,096,000,000

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>	1,604,597.02	1,613,711.51	1,847,587.43
Personal loans revenue under supervision with vehicle registration as collateral (Thousand baht)	940,409.25	948,362.73	936,312.84
Personal loans revenue under supervision with vehicle registration as collateral for agriculture (Thousand baht)	445,613.39	410,828.91	508,326.36
Personal loan revenue under supervision that no vehicle registration loan as collateral (Thousand baht)	146,541.66	58,703.64	56,210.23
Revenue from nano finance loan (Thousand baht)	66,792.93	172,097.48	268,353.52
Revenue from hire purchase loan (Thousand baht)	805.37	18,808.46	69,963.87
Other income (Thousand baht)	4,434.42	4,910.29	8,420.62

  

	2019	2020	2021
<b>Total (%)</b>	100.00	100.00	100.00
Personal loans revenue under supervision with vehicle registration as collateral (%)	58.61	58.77	50.68
Personal loans revenue under supervision with vehicle registration as collateral for agriculture (%)	27.77	25.46	27.51
Personal loan revenue under supervision that no vehicle registration loan as collateral (%)	9.13	3.64	3.04
Revenue from nano finance loan (%)	4.16	10.66	14.52
Revenue from hire purchase loan (%)	0.05	1.17	3.79
Other income (%)	0.28	0.30	0.46

**By Geographical Area or Market**

	2019	2020	2021
<b>Total (Thousand baht)</b>	1,604,597.02	1,613,711.51	1,847,587.43
Domestic (Thousand baht)	1,604,597.02	1,613,711.51	1,847,587.43

  

	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	: No
Changes in business operations of partners in the supply chain	: No
Reliance on major shareholders or affiliates of major shareholders or managements	: No
Reliance on large customers or few customers	: No
Reliance on large partners/distributors or few partners/distributors	: No
Damage to company image and reputation	: No

#### Operational Risk

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



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

#### **Compliance Risk**

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

#### **Financial Risk**

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

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

### Risk to Securities Holder (2.2.2)

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

Investment risk	: N/A
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# Sustainable Development

## **Sustainable Development**

### **Sustainability Management Policy and Targets (3.1)**

#### **Sustainability Management Policy and Targets**

Sustainability management policy and guideline : Yes

Company website on sustainable development : -  
(if applicable)

### **Environmental Aspect (3.3)**

#### **Policy and Guideline on Environmental Aspect (3.3.1)**

Company environmental policy and guideline : Yes

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

#### **Results with Respect to the Environmental Aspect (3.3.2)**

##### **1. Energy management**

###### **1.1 Fuel consumption**

Information on fuel consumption : No

###### **1.2 Electricity consumption**

Information on electricity consumption : No

##### **2. Water management**

###### **2.1 Water consumption**

Information on water consumption : No

### **3. Waste management**

#### **3.1 Waste from operations**

Information on waste from operations : No

### **4. Greenhouse gas management**

#### **4.1 Greenhouse gas emissions**

Information on greenhouse gas emissions : No

#### **4.2 Verification of greenhouse gas emissions**

Third-party verification : No

Name of verifying organization : -

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human rights policy : Yes

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

### Results with Respect to the Social Aspect (3.4.2)

#### 1. Information about employees

##### 1.1 Total number of employees

	2019	2020	2021
Number of male employees (persons)	1,197	1,212	1,495
Number of female employees (persons)	385	384	435
<b>Total (persons)</b>	<b>1,582</b>	<b>1,596</b>	<b>1,930</b>

##### 1.2 Employee remuneration

	2019	2020	2021
Employee remuneration (baht)	460,171,216.00	488,216,323.00	566,351,892.00

##### 1.3 Employee development and training

Information on employee development and training : Yes

	2019	2020	2021
Average training hours of employees (hour / person / year)	N/A	4.06	9.03
Employee development and training expenses (baht)	N/A	247,731.35	287,127.95

#### 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	2.00	1.00

#### 1.5 Employee retention

Information on employee retention : Yes

	2019	2020	2021
Percentage of employees who voluntarily resigned (%)	13.15	9.59	9.57

#### 2. Information on community and society

Activities or projects organized for the community and society : Community environment development

# 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://investor.saksiam.com/th/downloads/sustainable/good-corporate-governance-policy>

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

##### 1. Policy and guideline related to the board of directors

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

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### 1. Establishing a Code of Conduct

Code of Conduct : Yes

#### 2. Policy and Guideline related to the Code of Conduct

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

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

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

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	11	100.00
Number of male directors	5	45.45
Number of female directors	6	54.55
Number of executive directors	5	45.45
Number of non-executive directors	6	54.55
Number of independent directors	4	36.36

#### 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. SUPHOT SINGHASANEH Gender: Male Age: 73 years old Highest level of education: Honorary degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Re- elected as director	4 Feb 2019	Internal Control, Audit, Finance, Accounting, Strategic Management

2. Mr. PHOONSAK BOONSALEE Gender: Male Age: 74 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	9 Jan 1995	Corporate Management, Human Resource Management, Strategic Management, Project Management, Negotiation, Corporate Social Responsibility, Sustainability, Automotive, Leadership, Brand Management, Governance/ Compliance, Digital Marketing
3. Mrs. JINTANA BOONSALEE Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	9 Jan 1995	Finance, Fund Management, Risk Management
4. Mrs. SOPIDA SUKSAI Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	9 Jan 1995	Internal Control, Corporate Management, Project Management
5. Acting SubLt. CHAWALIT PHANPHA Gender: Male Age: 42 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	21 Apr 2003	Corporate Management, Strategic Management, Risk Management, Human Resource Management, Negotiation, Audit, Leadership, Agribusiness, Marketing, Internal Control
6. Mr. SIWAPHONG BOONSALEE Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Massachusetts Institute of Technology Master of Engineering (EECS) Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	1 Aug 2012	Corporate Management, Information & Communication Technology, Leadership, Corporate Social Responsibility, IT Management, Engineering, Data Management, Risk Management, Change Management, Data Analysis

7. Mrs. RENU WILASRI Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	1 Jan 2016	Finance, Accounting, Budgeting, Data Analysis, Project Management, Food & Beverage, Electronic Components, Data Management
8. Mrs. NANTANA SANGKAVICHITR Gender: Female Age: 68 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re- elected as director	4 Feb 2019	Accounting, Finance, Governance/ Compliance, Risk Management, Data Management, Strategic Management, IT Management, Change Management, Corporate Management, Procurement, Internal Control, Project Management, Human Resource Management, Data Analysis, Sustainability, Information & Communication Technology, Negotiation, Budgeting, Construction Services, Leadership, Corporate Social Responsibility
9. Ms. SOMBOON SUPASIRIPINYO Gender: Female Age: 62 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: Original director	4 Feb 2019	Accounting, Finance & Securities, Property Development, Audit
10. Mr. YANCHAI TANTIRATAPONG Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Master of International Finance and Banking, Economics and Statistics, Columbia University Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re- elected as director	24 May 2019	Finance & Securities, Fund Management

11. Mrs. WORANUTCHANAN PHONGSURANG Gender: Female Age: 59 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: Re- elected as director	24 May 2019	Law, Corporate Management, Governance/ Compliance, Audit, Data Analysis, Internal Control, Negotiation, Human Resource Management, Insurance, Sustainability, Leadership, Fund Management, Data Management, Finance, Finance & Securities, Change Management, Property Development, Project Management, Risk Management
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## 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 : Yes

The Chairman and the manager are the same person : No

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

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

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### 1. Audit Committee

##### 1.1 List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUPHOT SINGHASANEH [1] Gender: Male Age: 73 years old Highest level of education: Honorary degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Re-elected as director	4 Feb 2019	Internal Control, Audit, Finance, Accounting, Strategic Management
2. Mrs. NANTANA SANGKAVICHITR [1] Gender: Female Age: 68 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Re-elected as director	4 Feb 2019	Accounting, Finance, Governance/ Compliance, Risk Management, Data Management, Strategic Management, IT Management, Change Management, Corporate Management, Procurement, Internal Control, Project Management, Human Resource Management, Data Analysis, Sustainability, Information & Communication Technology, Negotiation, Budgeting, Construction Services, Leadership, Corporate Social Responsibility
3. Ms. SOMBOON SUPASIRIPINYO [1] Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	4 Feb 2019	Accounting, Finance & Securities, Property Development, Audit

[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
Risk Management Committee	Mrs. NANTANA SANGKAVICHITR	Chairman
	Mr. SIWAPHONG BOONSALEE	Member
	Acting SubLt. CHAWALIT PHANPHA	Member
Nomination and Remuneration Committee	Ms. SOMBOON SUPASIRIPINYO	Chairman
	Mrs. WORANUTCHANAN PHONGSURANG	Member
	Mr. PHOONSAK BOONSALEE	Member
Executive Committee	Mr. SIWAPHONG BOONSALEE	Chairman
	Mrs. JINTANA BOONSALEE	Member
	Mrs. SOPIDA SUKSAI	Member
	Mrs. RENU WILASRI	Member
	Mr. Khamnaung Singkhan	Member
	Mr. Surasak Kamtanet	Member
	Mr. Prachak Chandum	Member
	Mr. Chawalit Kasemcholatan	Member
	Mr. Wathip Panpa	Member
	Acting SubLt. CHAWALIT PHANPHA	Member
	Mr. Paramet Inma	Member
	Mr. Nutthaphon Phumsiroj	Member

### 2.2 Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee



Sub-committees responsible for corporate governance : Executive Committee

Sub-committees responsible for corporate sustainability development : Executive 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. SIWAPHONG BOONSALEE Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Massachusetts Institute of Technology Master of Engineering (EECS)	MD	1 Aug 2012	Corporate Management, Information & Communication Technology, Leadership, Corporate Social Responsibility, IT Management, Engineering, Data Management, Risk Management, Change Management, Data Analysis
2. Mrs. SOPIDA SUKSAI Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Management	Deputy Managing Director (General Administration)	1 Feb 2012	Internal Control, Corporate Management, Project Management
3. Mrs. RENU WILASRI [1][2] Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Accounting	Deputy Managing Director (Accounting and Finance Management)	14 Nov 2019	Finance, Accounting, Budgeting, Data Analysis, Project Management, Food & Beverage, Electronic Components, Data Management
4. Acting SubLt. CHAWALIT PHANPHA Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Business Administration	Assistant Managing Director (Business Development)	1 Jan 2016	Corporate Management, Strategic Management, Risk Management, Human Resource Management, Negotiation, Audit, Leadership, Agribusiness, Marketing, Internal Control
5. Mr. Paramet Inma Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Management	Assistant Managing Director (Debt Management)	1 Jan 2016	Negotiation

6. Mr. Nutthaphon Phumsiroj Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: jurisprudence	Assistant Managing Director (Legal)	1 Jan 2017	Law
7. Mr. Khamnaung Singkhan Gender: Male Age: 54 years old Highest level of education: Below a bachelor's degree Major: Non-School Education Center, Uttaradit Province Secondary School Year 6	Assistant Managing Director (Manager Area 1)	1 Jan 2019	Risk Management, Marketing, Data Analysis, Leadership, Data Management, Strategic Management
8. Mr. Surasak Kamtanet Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Management	Assistant Managing Director (Manager Area 2)	1 Jan 2016	Risk Management, Marketing, Accounting, Strategic Management
9. Mr. Prachak Chandum Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: industrial arts	Assistant Managing Director (Manager Area 3)	1 Jan 2016	Leadership
10. Mr. Chawalit Kasemcholan Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Education	Assistant Managing Director (Manager Area 4)	1 Jan 2016	Leadership
11. Mr. Wathip Panpa Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Management	Assistant Managing Director (Manager Area 5)	1 Jan 2016	Leadership, Project Management, Strategic Management, Risk Management, Budgeting, Home & Office Products, Data Analysis, Marketing
12. Mr. Chutichai Pruetichai [2] Gender: Male Age: 36 years old Highest level of education: Bachelor's degree Major: Accounting	Accounting Manager	1 Aug 2021	Accounting, Data Analysis, Audit

[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)	14,630,026.00	17,200,046.00	16,494,594.00

### 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) : 1495

Number of female employees (persons) : 435

Total (persons) : 1930

#### 2. Employee Remuneration

Total employee remuneration : 566,351,892.00

#### 3. Provident fund

Information on employee provident fund : Yes

Total number of employees (persons) : 1930

Number of employees contributing to the PVD (persons) : 1513

Percentage of employees who are members (%) : 78.39

## 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. Mr. Chutichai Pruetichai	chutichai.pruetichai@saksiam.co.th	061-2650416 , 096-9461956

##### 1.2 Company secretary

Company secretary : Yes

General information	Email	Telephone
1. Mrs. Tippamas Lamcharoen	tippamas.lamcharoen@saksiam.co.th	0817277588

##### 1.3 Head of internal audit

Head of internal audit : Yes

General information	Email	Telephone
1. Mr. Kittisak Pannaraj	kittisak.pannaraj@saksiam.co.th	0953212277, 0872016051

#### 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. Mrs. Renu Wilasri	renu.wilasri@saksiam.co.th	0612658897

#### 2. Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	1. Miss Sakuna Yamsakul Email: sakuna.yamsakul@pwc.com Telephone: -	3,100,000.00	Details: Service fee for reviewing and consulting on TFRS9 Total service fee (baht): 2,060,000.00

# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

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

#### 1. List of new directors appointed in the past year

##### 1.1 Re-elected as director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUPHOT SINGHASANEH Gender: Male Age: 73 years old Highest level of education: Honorary degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 4 Feb 2019	Internal Control, Audit, Finance, Accounting, Strategic Management
2. Mrs. NANTANA SANGKAVICHITR Gender: Female Age: 68 years old Highest level of education: Bachelor'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: 4 Feb 2019	Accounting, Finance, Governance/ Compliance, Risk Management, Data Management, Strategic Management, IT Management, Change Management, Corporate Management, Procurement, Internal Control, Project Management, Human Resource Management, Data Analysis, Sustainability, Information & Communication Technology, Negotiation, Budgeting, Construction Services, Leadership, Corporate Social Responsibility



3. Mr. YANCHAI TANTIRATAPONG Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Master of International Finance and Banking, Economics and Statistics, Columbia University Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 24 May 2019	Finance & Securities, Fund Management
4. Mrs. WORANUTCHANAN PHONGSURANG Gender: Female Age: 59 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: Re-elected as director	Date position was assumed: 24 May 2019	Law, Corporate Management, Governance/ Compliance, Audit, Data Analysis, Internal Control, Negotiation, Human Resource Management, Insurance, Sustainability, Leadership, Fund Management, Data Management, Finance, Finance & Securities, Change Management, Property Development, Project Management, Risk Management

#### 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. SUPHOT SINGHASANEH	Chairman of the board	-
Mr. PHOONSAK BOONSALEE	Director	-
Mrs. JINTANA BOONSALEE	Director	-
Mrs. SOPIDA SUKSAI	Director	-
Acting SubLt. CHAWALIT PHANPHA	Director	-
Mr. SIWAPHONG BOONSALEE	Director	-
Mrs. RENU WILASRI	Director	-
Mrs. NANTANA SANGKAVICHITR	Director	-
Ms. SOMBOON SUPASIRIPINYO	Director	-
Mr. YANCHAI TANTIRATAPONG	Director	-
Mrs. WORANUTCHANAN PHONGSURANG	Director	-

## 3. Directors' performance assessment

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

## Meeting attendance and remuneration to each Board member (8.1.2)

### 1. Meetings involving company directors

Number of board meetings : 8

Date of AGM Meeting : 21 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. SUPHOT SINGHASANEH	Chairman of the board	8/8	Attended the meeting	Did not hold the meeting
2. Mr. PHOONSAK BOONSALEE	Director	8/8	Attended the meeting	Did not hold the meeting
3. Mrs. JINTANA BOONSALEE	Director	8/8	Attended the meeting	Did not hold the meeting
4. Mrs. SOPIDA SUKSAI	Director	8/8	Attended the meeting	Did not hold the meeting
5. Acting SubLt. CHAWALIT PHANPHA	Director	8/8	Attended the meeting	Did not hold the meeting
6. Mr. SIWAPHONG BOONSALEE	Director	8/8	Attended the meeting	Did not hold the meeting
7. Mrs. RENU WILASRI	Director	8/8	Attended the meeting	Did not hold the meeting
8. Mrs. NANTANA SANGKAVICHITR	Director	8/8	Attended the meeting	Did not hold the meeting
9. Ms. SOMBOON SUPASIRIPINYO	Director	8/8	Attended the meeting	Did not hold the meeting
10. Mr. YANCHAI TANTIRATAPONG	Director	8/8	Attended the meeting	Did not hold the meeting

11. Mrs. WORANUTCHANAN PHONGSURANG	Director	8/8	Attended the meeting	Did not hold the meeting
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## 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. SUPHOT SINGHASANEH	320,000.00	-	375,000.00	-	695,000.00
2. Mr. PHOONSAK BOONSALEE	120,000.00	-	270,000.00	-	390,000.00
3. Mrs. JINTANA BOONSALEE	120,000.00	-	270,000.00	-	390,000.00
4. Mrs. SOPIDA SUKSAI	120,000.00	-	270,000.00	-	390,000.00
5. Acting SubLt. CHAWALIT PHANPHA	120,000.00	-	270,000.00	-	390,000.00
6. Mr. SIWAPHONG BOONSALEE	120,000.00	-	270,000.00	-	390,000.00
7. Mrs. RENU WILASRI	120,000.00	-	270,000.00	-	390,000.00
8. Mrs. NANTANA SANGKAVICHITR	240,000.00	-	300,000.00	-	540,000.00
9. Ms. SOMBOON SUPASIRIPINYO	240,000.00	-	300,000.00	-	540,000.00

10. Mr. YANCHAI TANTIRATAPONG	120,000.00	-	300,000.00	-	420,000.00
11. Mrs. WORANUTCHANAN PHONGSURANG	240,000.00	-	300,000.00	-	540,000.00

### 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. SUPHOT SINGHASANEH	-	-	-
2. Mr. PHOONSAK BOONSALEE	-	-	-
3. Mrs. JINTANA BOONSALEE	-	-	-
4. Mrs. SOPIDA SUKSAI	-	-	-
5. Acting SubLt. CHAWALIT PHANPHA	-	-	-
6. Mr. SIWAPHONG BOONSALEE	-	-	-
7. Mrs. RENU WILASRI	-	-	-
8. Mrs. NANTANA SANGKAVICHITR	-	-	-
9. Ms. SOMBOON SUPASIRIPINYO	-	-	-
10. Mr. YANCHAI TANTIRATAPONG	-	-	-
11. Mrs. WORANUTCHANAN PHONGSURANG	-	-	-

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) : 6

#### 2. Audit committee meeting attendance

##### 2.1 Meeting information of current audit committee members

List of directors	Position	Audit Committee meetings
1. Mr. SUPHOT SINGHASANEH	Chairman of the audit committee	6/6
2. Mrs. NANTANA SANGKAVICHITR	Audit committee	6/6
3. Ms. SOMBOON SUPASIRIPINYO	Audit committee	6/6

##### 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	252,557.95	306,566.18	307,355.95
Short-Term Investments - Net	-	1,600,074.06	-
Current Portion Of Trade And Loan Receivables - Net	4,300,322.66	4,153,289.44	5,361,579.40
Current Portion Of Lease Receivables - Net	2,270.45	53,587.51	167,971.66
Other Current Assets	18,032.81	10,353.90	30,235.99
<b>Total Current Assets</b>	<b>4,573,183.87</b>	<b>6,123,871.09</b>	<b>5,867,143.00</b>
<b>Non-Current Assets</b>			
Non-Current Portion Of Trade And Loan Receivables - Net	2,322,983.38	2,102,192.58	2,901,479.97
Non-Current Portion Of Lease Receivables - Net	11,824.78	96,891.58	254,441.35
Long-Term Investments - Net	-	-	-
Property, Plant And Equipment - Net	165,832.05	109,420.85	126,020.75
Other Non-Current Assets	83,762.78	345,397.23	380,444.32
<b>Total Non-Current Assets</b>	<b>2,584,402.99</b>	<b>2,653,902.24</b>	<b>3,662,386.39</b>
<b>Total Assets</b>	<b>7,157,586.86</b>	<b>8,777,773.33</b>	<b>9,529,529.39</b>

## Liabilities

(Unit : Thousand baht)	2019	2020	2021
<b>Current Liabilities</b>			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	3,332,900.00	2,865,508.00	3,047,300.00
Current Portion Of Long-Term Debts	464,684.63	371,000.00	610,000.00
Other Current Financial Liabilities	-	-	-
Other Current Liabilities	210,154.05	207,021.40	273,287.25
<b>Total Current Liabilities</b>	<b>4,007,738.68</b>	<b>3,443,529.40</b>	<b>3,930,587.25</b>
<b>Non-Current Liabilities</b>			
Non-Current Portion Of Long-Term Debts	307,930.00	592,800.00	451,600.00
Other Non-Current Liabilities	66,283.30	233,311.31	240,766.76
<b>Total Non-Current Liabilities</b>	<b>374,213.30</b>	<b>826,111.31</b>	<b>692,366.76</b>
<b>Total Liabilities</b>	<b>4,381,951.98</b>	<b>4,269,640.72</b>	<b>4,622,954.02</b>

## Equity

(Unit : Thousand baht)	2019	2020	2021
Issued And Paid-Up Share Capital	1,550,000.00	2,096,000.00	2,096,000.00
Premium (Discount) On Share Capital	487,500.00	1,902,428.00	1,902,428.00
Retained Earnings (Deficits)	738,134.88	509,704.61	893,172.80
Other Components Of Equity	-	-	-
<b>Equity Attributable To Owners Of The Parent</b>	<b>2,775,634.88</b>	<b>4,508,132.61</b>	<b>4,891,600.80</b>
<b>Total Equity</b>	<b>2,775,634.88</b>	<b>4,508,132.61</b>	<b>4,906,575.37</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	1,600,162.60	1,608,801.22	1,839,166.81
<b>Total Revenue</b>	1,604,597.02	1,613,711.51	1,847,587.43
<b>Cost And Expenses</b>			
Costs	-	-	-
Selling And Administrative Expenses	736,797.00	787,726.40	922,001.10
Fees And Service Expenses	-	-	-
(Reversal Of) Expected Credit Losses	115,224.04	(5,697.22)	63,532.92
Net Losses From Disposal Of Properties Foreclosed	-	-	-
<b>Total Cost And Expenses</b>	1,014,183.29	782,029.18	985,534.02
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method	-	-	-
<b>Profit (Loss) Before Finance Costs And Income Tax Expense</b>	590,413.73	831,682.32	862,053.41
Finance Costs	158,902.90	131,407.70	103,720.53
Income Tax Expense	85,563.12	138,367.12	150,876.08
<b>Net Profit (Loss) For The Period</b>	345,947.70	561,907.51	607,456.79
Net Profit (Loss) Attributable To : Owners Of The Parent	345,947.70	561,907.51	607,482.22
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b>	0.23000	0.35000	0.29000
EBITDA	628,093.34	934,225.06	978,382.17
Operating Profit	701,203.34	821,074.81	917,165.71

# 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	37,679.61	102,542.73	116,328.76
<b>Net Cash From (Used In) Operating Activities</b>	(717,024.65)	865,719.40	(1,526,277.90)
<b>Net Cash From Investing Activities</b>			
<b>Net Cash From (Used In) Investing Activities</b>	(46,731.22)	(1,626,744.18)	1,537,228.92
<b>Net Cash From Financing Activities</b>			
Dividend Paid	(342,000.00)	(792,200.00)	(226,367.57)
<b>Net Cash From (Used In) Financing Activities</b>	801,585.47	815,033.02	(10,161.25)

# Financial Ratios

## Financial Ratios

### Liquidity

	2019	2020	2021
Current ratio (times)	1.14	1.78	1.49
Quick ratio (times)	-	-	-
Cash flow liquidity ratio (times)	0.07	0.08	0.08
Liquid asset ratio (%)	-	-	-

### Profitability

	2019	2020	2021
Gross profit margin (%)	-	-	-
Operating margin (%)	36.62	51.39	46.41
EBITDA margin (%)	39.14	57.89	52.95
Net profit margin (%)	21.56	34.82	32.88
Interest receive rate (%)	26.31	24.67	24.37
Cost of funds (%)	4.10	3.20	2.46
Interest income to average performing assets (%)	26.31	24.67	24.37
Net interest margin (%)	22.20	21.46	21.91
Return on investment (ROI) (%)	-	-	-
Return on equity (ROE) (Average) (%)	14.08	15.43	12.90
Cash from operation to operating profit (%)	-	-	-



## Financial Policy

	2019	2020	2021
Interest coverage ratio (times)	3.95	7.11	9.43
Debt service coverage ratio (times)	0.16	0.28	0.26
Total debts to total equity (times)	1.58	0.95	0.94
Interest-bearing debt to equity ratio (times)	1.49	0.90	0.89
Deposits to total liabilities ratio (%)	5.76	7.18	6.65
Loans to borrowing ratio (%)	161.67	167.29	211.38
Loans to borrowing (%)	-	-	-
Interest bearing debt to EBITDA ratio (times)	6.58	4.36	4.45
Dividend per shares (baht/share)	0.51	0.11	0.12
Dividend payout ratio (%)	228.99	40.29	40.02
Dividend yield (%)	-	-	-
Performing assets to total borrowings ratio (times)	1.62	1.67	2.11
Performing assets to total assets ratio (%)	92.73	72.98	91.14
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) (%)	2.75	2.47	2.34
Non-performing loans to total loans (%)	0.53	0.43	0.40
NPL ratio (%)	1.42	2.18	2.15
Allowance for doubtful accounts to non-performing loans ratio (%)	193.84	113.27	108.91
Capital adequacy ratio (%)	-	-	-
Non-performing loan to total loans ratio (%)	-	-	-
Accrued interest to total loans ratio (%)	1.93	1.85	2.32

## Efficiency

	2019	2020	2021
Asset turnover (Average) (times)	0.25	0.20	0.20
Return on asset (ROA) (Average) (%)	5.29	7.05	6.64
Net interest income to average total assets ratio (%)	24.08	20.17	20.04
Non-interest income to average total assets ratio (%)	0.45	0.08	0.14

## Other Ratio

	2019	2020	2021
Revenue growth rate (%)	27.69	0.57	14.49