



## Management Discussion and Analysis

For the three-month period ended March 31, 2022

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## 1. Key Highlights in Q1/2022

### 1.1 BAM and Thailand Post joined forces to enhance BAM's NPAs management

On February 11, 2022, BAM held a press conference on the MOU signing ceremony between BAM and Thailand Post. Regarding this cooperation, Thailand Post is set to provide BAM with property monitoring and inspection services across the country. The services will enable BAM to reduce operating steps, time, and cost. Also, Thailand Post will support BAM in marketing and public relations through its platforms and media.

### 1.2 Special promotions for NPAs customers

BAM organized promotional activities to proactively boost sales of NPAs, including the "Sweet Sale for the Month of Love" between February 14-28, 2022, and the "Home, Land, and Condo Expo 2022 by BAM" between March 1-31, 2022. Over 1,000 items of NPAs were put up for sale at special prices that were accompanied by special promotions such as free right of ownership transfer and gift vouchers.

### 1.3 Announcement of the dividend payment for the year 2021

On February 25, 2022, the Board of Directors deemed it appropriate to propose to the Annual General Meeting of Shareholders for the year 2022 to consider the dividend payment of the Company's business operation of the year 2021 at the rate of Baht 0.55 per share (before any applicable withholding tax), totaling Baht 1,777,623,265.00 or equivalent to 68.36 percent of the net profit. On April 22, 2022, the Annual General Meeting of Shareholders for the year 2022 approved the dividend payment as proposed and set the Record Date on May 7, 2022, and the actual payment on May 20, 2022.

### 1.4 Corporate credit rating

On March 29, 2022, TRIS Rating affirmed company and senior unsecured debt ratings on the Company at "A-" with "stable" outlook.

### 1.5 CSR

BAM continued to organize various activities to support communities and uplift their quality of life, including granting a deed of a plot of land measuring 6-0-63 rai, which was the Company's NPA, for public benefit within the Kwan Wiang Village community, San Kamphaeng District, Chiang Mai Province; the "HOPE" project for which BAM has built homes for the underprivileged in Nakhon Sawan Province; and cash donations to support the fight against COVID-19.

## 2. Management Discussion and Analysis for the three-month period ended March 31, 2022

### 2.1 Selected Financial Position Q1/2022

#### Significant items in Balance Sheet (for the three-month period ended March 31, 2022)

##### Assets

As of March 31, 2022, the Company has total assets of Baht 124,805 million, decreasing by 0.9% from the year ended 2021.

- As of March 31, 2022, the Company has cash of Baht 95 million, decreasing by 4.2 % from the year ended 2021, and interbank and money market items – deposits at financial institutions of Baht 1,524 million, decreasing by 54.3 % from the year ended 2021. This is mainly because the Company acquired NPLs (loans purchased of receivables) from the financial institutions of Baht 1,347 million and did not acquire any NPAs (properties for sale) directly from financial institutions.
- On March 31, 2022, the Company has right-of-use assets – net of Baht 4 million, decreasing by 44.6% from the year ended 2021. This is because the Company recorded higher depreciation although the right-of-use assets remained the same. Therefore, the net amount decreased.

##### Liabilities

As of March 31, 2022, the Company has total liabilities of Baht 81,746 million, decreasing by 1.7% from the year ended 2021, and has the debt-equity ratio or D/E of 1.90 times.

Most of the Company's liabilities are debts issued and borrowings which are the significant sources of funds to acquire NPLs and NPAs. The details are as follows:

1. Total notes payable of Baht 4,016 million increased by 12.4% from the year ended 2021. This is because the Company issued notes payable to invest in more NPLs.
2. Total borrowings of Baht 12,478 million decreased by 13.8% from the year ended 2021. This is because the Company lowered borrowing which is in line with less investment in NPLs / NPAs' acquisition and repayment of loans due in Q1/2022.
3. Net debentures of Baht 62,170 million remain unchanged from the year ended 2021. In addition, the Company has 3 debentures due in 2022 of Baht 6,400 million as follows:
  - 1) Debenture No.1/2021, Series 1, amount issued Baht 2,000 million, maturity date April 9, 2022.
  - 2) Debenture No.1/2017, Series 3, amount issued Baht 1,400 million, maturity date June 23, 2022.
  - 3) Debenture No.1/2019, Series 2, amount issued Baht 3,000 million, maturity date July 18, 2022.

Furthermore, on April 27, 2022, the Company issued and offered debentures No.1/2022 of Baht 9,500 million to institutional and high-net-worth investors. They comprised of 4 debentures with tenure ranging from 2-10 years and interest rates from 2.13% to 4.37%.

## Equity

As of March 31, 2022, the Company has total equity of Baht 43,059 million, increasing by 0.7% from the year ended 2021. Such change was mainly due to other components of equity of Baht 246 million, increasing by 3.5% from the year ended 2021 as the Company recorded surplus on changes in value of investments.

## Interest Income –net

This table mainly presents items that have significant changes.

Unit: Baht in Million	Q 1/2022	Q 4/2021	qoq % Inc. (Dec.)	Q 1/2021	yoy % Inc. (Dec.)
<b>Interest Income - net</b>	<b>1,531</b>	<b>1,955</b>	<b>(21.7)</b>	<b>1,521</b>	<b>0.7</b>
<b>Total Interest Income</b>	<b>2,151</b>	<b>2,585</b>	<b>(16.8)</b>	<b>2,136</b>	<b>0.7</b>
Deposit at financial institutions	1	1	0.0	1	0.0
Loans purchased of receivables	2,128	2,541	(16.3)	2,083	2.2
- Part of amount received	493	476	3.6	310	59.0
- Part of accrued	1,020	1,059	(3.7)	1,178	(13.4)
- Gain on loans purchased of receivables	615	1,006	(38.9)	595	3.4
Installment sale receivables	30	26	15.4	31	(3.2)
<b>Total interest expenses</b>	<b>620</b>	<b>630</b>	<b>(1.6)</b>	<b>615</b>	<b>0.8</b>
Debt issued – debentures	514	506	1.6	435	18.2
Debt issued – promissory notes	25	27	(7.4)	27	(7.4)
Borrowings	81	97	(16.5)	153	(47.1)

- In Q1/2022, the Company has total interest income of Baht 2,151 million, decreasing by 16.8% qoq and increasing by 0.7% yoy, mainly due to
  - Interest income on loans purchased of receivables - part of amount received, Baht 493 million in Q1/2022, increased by 3.6% qoq and 59.0% yoy. This is partly because the COVID-19 pandemic has been less severe since the second half of 2021.
  - The Company recognized interest income on loans purchased of receivables on accrual basis and has an interest income on loans purchased of receivables - part of accrued of Baht 1,020 million in Q1/2022. However, the Company also recorded expected credit losses on the interest income on loan purchased of receivables – part of accrued in accordance with the Company’s performance.

- Gain on loans purchased of receivables in Q1/2022, Baht 615 million, decreased by 38.9% qoq and increased by 3.4% yoy. This is because in Q1/2022 the Company received repayments from debtors of which the proportions of interest income and acquisition cost had increased, so less profit was recognized, compared to the preceding quarter.
- In Q1/2022, the Company has total interest expenses of Baht 620 million, decreasing by 1.6% qoq and increasing by 0.8% yoy, and has interest expenses – borrowings of Baht 81 million, decreasing by 16.5% qoq and 47.1% because the Company repaid loans that were due in 2021.

### Gain on sale of properties for sale and installment sale

For three-month period ended March 31, 2022, the Company has gain on sale of properties for sale (outright sale) of Baht 411 million, decreasing by 61.6% qoq and 30.2% yoy. When compared to the same period of the previous year and the preceding quarter, the Company made less outright sales, and the proportion of the acquisition cost was higher – so less profit was recognized.

In this quarter, the Company has gain on installment sale of Baht 78 million, increasing by 44.4% qoq and 116.7% yoy. In Q1/2022, the Company recorded more gain on installment sale as this type of sale saw an improvement, resulting from strategies and promotions.

### Other Operating Expenses

Unit: Baht in Million	Q1/2022	Q4/2021	qoq % Inc. (Dec.)	Q1/2021	yoy % Inc. (Dec.)
<b>Other operating expenses</b>	<b>598</b>	<b>787</b>	<b>(24.0)</b>	<b>591</b>	<b>1.2</b>
Employee expenses	328	490	(33.1)	344	(4.7)
Directors' remunerations	2	8	(75.0)	2	0.0
Premises and equipment expenses	42	52	(19.2)	48	(12.5)
Taxes and duties	121	153	(20.9)	110	10.0
Impairment loss on properties for sale (reversal)	11	20	(45.3)	0.3	3566.7
Properties for sale expenses	53	38	39.5	30	76.7
Other expenses	41	26	57.7	56	(26.8)

- For three-month period ended March 31, 2022, the Company has other operating expenses of Baht 598 million, decreasing by 24% qoq and increasing by 1.2% yoy, mainly due to
  - In Q1/2022, employee expenses of Baht 328 million is the main operating cost of the Company, which decreased by 33.1% qoq and 4.7% yoy. This is because the Company recorded bonus payment for the employees in relation to the business performance of the year 2021 shown in the preceding quarter.
  - In Q1/2022, the Company has recorded an additional impairment loss on properties for sale of Baht 11 million, decreasing by 45.3% qoq and increasing by 3,566.7% yoy, mainly because of changes in the appraisal value and the

Company received transfer of a large-sized asset which was once a debtor's collateral, so an additional impairment loss on the property was recorded as it is being appraised by an external appraiser.

- In Q1/2022, the Company has properties for sale expenses of Baht 53 million, increasing by 39.5% qoq and 76.7 yoy mainly due to auction sale expenses on properties, of which the Company was a buyer, and land and building tax.
- In Q1/2022, the Company has other expenses of Baht 41 million, increasing by 57.7 qoq and decreasing by 26.8 yoy due to expenses incurred in contracting strategy and IT consultants and expenses incurred in advertising and marketing promotions.

### **Expected credit losses**

The company adopted the impairment of financial assets with credit impairment according to the new accounting policy which has been applied since January 1, 2020. For the three-month period ended March 31, 2022, the Company recorded the expected credit losses of Baht 1,058 million mainly because the Company recorded the expected credit losses for "loans purchased of receivables" of Baht 1,061 million, divided into loans purchased of receivables - accrued interest receivables of Baht 1,020 million and additional expected credit losses from impairment of loans purchased of receivables of Baht 41 million.

## 2.2 Collection from NPLs and NPAs management businesses

The Company believes that for the NPLs and NPAs management business, collection is a key performance indicator which is applied by other operators in the same business and various investors. Collection is calculated based on key items and so does not include all collection items from NPLs and NPAs management business. However, collection is not a standard indicator prescribed by TFRS, and so the methods of calculation may differ from methods of calculation used by other companies for similar items.

### 2.2.1 Collection Received from NPLs Management Business

The following table sets forth the collection received from NPLs management

business for the year ended December 31,

2019, 2020, and 2021 and for the three-

month period ended March 31, 2020, 2021,

and 2022. Collection received from

**NPLs management business**

Interest income from loans purchased<sup>1</sup>

Gain on loans purchased

Net repayment and adjusted entries

**Total**

Less the portion of accrued interest receivables and

receivables repayment from the debtors by collateral<sup>2</sup>

**Collection from the debtors during the period<sup>3</sup>**

Collection from the Legal Execution Department during the period<sup>4</sup>

**Total Collection from NPLs management business<sup>5</sup>**

	Year ended December 31,			Three-month period ended March 31,		
	2019	2020	2021	2020	2021	2022
	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)
Interest income from loans purchased <sup>1</sup>	1,518.9	5,887.9	6,047.2	1,440.5	1,487.8	1,512.4
Gain on loans purchased	7,449.6	3,835.4	3,322.1	1,584.0	594.3	614.4
Net repayment and adjusted entries	10,907.8	8,319.2	7,907.5	2,038.5	1,877.3	2,049.2
<b>Total</b>	<b>19,876.3</b>	<b>18,042.5</b>	<b>17,276.8</b>	<b>5,062.0</b>	<b>3,959.4</b>	<b>4,176.0</b>
Less the portion of accrued interest receivables and receivables repayment from the debtors by collateral <sup>2</sup>	(13,018.2)	(12,245.0)	(11,234.1)	(3,228.0)	(2,958.6)	(2,983.7)
<b>Collection from the debtors during the period<sup>3</sup></b>	<b>6,858.1</b>	<b>5,797.5</b>	<b>6,042.7</b>	<b>1,835.0</b>	<b>1,000.8</b>	<b>1,192.3</b>
Collection from the Legal Execution Department during the period <sup>4</sup>	7,200.5	2,598.8	2,675.9	796.9	762.7	829.5
<b>Total Collection from NPLs management business<sup>5</sup></b>	<b>14,058.6</b>	<b>8,396.3</b>	<b>8,718.6</b>	<b>2,631.9</b>	<b>1,763.5</b>	<b>2,021.8</b>

Notes: <sup>1</sup> In Notes to Financial Statements for the three-month period ended March 31, 2022, "interest income from loans purchased" are presented as two separate line items: (i) part of amount received and (ii) part of accrued receivables.

<sup>2</sup> See "Critical Accounting Policies and Estimates- Recognition of interest income and gain on loans purchased"

<sup>3</sup> Collection from the debtors during the period is calculated from (i) gain on interest income of loans purchased; (ii) plus gain on loans purchased; (iii) plus net repayment and adjusted entries; and (iv) less the portion of accrued interest receivables and receivables repayment from the debtors by collateral.

<sup>4</sup> Collection from the Legal Execution Department is shown as a third-party purchaser won the auction of underlying collateral and the Company has a certainty in receiving and recognizing an income from auction sale.

<sup>5</sup> Collection from NPLs management business is calculated from the sum of (i) collection from the debtors during the period; and (ii) cash collected from the Legal Execution Department during the period. We believe that, for our NPLs management business, collection is a key performance indicator which is applied by other operators in the same business and various investors for the estimated collection of NPLs management business. Collection from NPLs management business reflects interest income from loans purchased, gain on loans purchased and net repayment and adjusted entries, and is calculated based on key items only, and so does not include collection items from the NPLs management business which we have recognized (such as collection from auction sale pending recognition, suspended account for debt repayment, check pending collection and suspended account for write-off). However, collection is not an indicator of actual cash flow of our NPLs management business nor a standard indicator prescribed by TFRS, and so our methods of calculation may differ from the methods of calculation used by other companies for similar items.



For the three-month period ended March 31, 2022, the Company's collection received from NPLs management business was Baht 2,021.8 million which consisted of collection from the debtors during the period of Baht 1,192.3 million and collection from the Legal Execution Department of Baht 829.5 million.

### 2.2.2 Collection from NPAs Management Business

The following table sets forth the collection from the Company's NPAs management business for the year ended December 31, 2019, 2020, and 2021 and for the three-month period ended March 31, 2020, 2021, and 2022.

Collection received from NPAs management business	Year ended December 31,			Three-month period ended March 31,		
	2019	2020	2021	2020	2021	2022
	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)
<b>Outright sales</b>						
Gain on sale of properties for sale collected in cash	2,907.3	1,997.9	2,963.2	226.4	597.4	411.4
Decreased acquisition or transfer costs of properties for sale – net <sup>1</sup>	2,316.9	1,881.5	3,280.8	242.8	480.4	507.0
<b>Total collection from sale of properties for sale-Outright sales</b>	<b>5,224.2</b>	<b>3,879.4</b>	<b>6,244.0</b>	<b>469.2</b>	<b>1,077.8</b>	<b>918.4</b>
<b>Installment sales</b>						
Interest income	108.0	95.0	115.0	22.0	31.0	30.0
Collected debt repayment during the period (in terms of cost and gain)	341.4	724.0	917.0	45.5	86.3	187.9
<b>Total collection from installment sales of properties for sale</b>	<b>449.4</b>	<b>819.0</b>	<b>1,032.0</b>	<b>67.5</b>	<b>117.3</b>	<b>217.9</b>
<b>Total collection received from NPAs Management business<sup>2</sup></b>	<b>5,673.6</b>	<b>4,698.4</b>	<b>7,276.0</b>	<b>536.7</b>	<b>1,195.1</b>	<b>1,136.3</b>

Notes: <sup>1</sup> Decreased net acquisition or transfer costs of properties for sale is calculated from (i) the total decreased acquisition, transfer costs of properties for sale and adjustment and (ii) any reversal from revaluation of properties for sale sold during the periods.

<sup>2</sup> Collection from NPAs management business is calculated from (i) cash collected from outright sales; (ii) plus cash collected from installment sales. We believe that, for our NPAs management business, cash collection is a key performance indicator which is applied by other operators in the same business and various investors for the estimated cash flow from NPAs management business. Collection from NPAs management business is calculated based on key items only, and so does not include all collection from the NPAs management business, such as (i) dividends from our investment in securities; (ii) rent; (iii) gain from foreclosures of installment sales and (iv) other income from the breach of agreements, including asset sale agreements. However, this collection is not an indicator of actual cash flow of our NPAs management business nor a standard indicator prescribed by TFRS, and so our methods of calculation may differ from methods of calculation used by other companies for similar items.

For the three-month period ended March 31, 2022, the Company's collection received from NPAs management business is Baht 1,139.7 million which consisted of Baht 918.4 million from outright sales and Baht 217.9 million from installment sales, and the Company's other incomes, such as rents and forfeited money, amount to Baht 3.4 million.

## 2.3 Vintage Analysis

The company maintains a portfolio of loans purchased and properties for sale acquired at various points in time.

### 2.3.1 Loans purchased and foreclosed collateral properties

The following table sets forth certain details regarding the appraisal value and outstanding balance of our loans purchased and properties for sale that had been converted from collateral (“Foreclosed Collateral Properties”) as of March 31, 2022:

Time since acquisition	Less than	From 1 – less than 2	From 2 – less	From 3 – less	From 4 – less	From 5 – less	From 6 – less	From 7 – less	From 8 – less	From 9 – less	From 10 years	Total
	1 year	years	than 3 years	than 4 years	than 5 years	than 6 years	than 7 years	than 8 years	than 9 years	than 10 years	and above	
(Baht in million, except for ratios)												
<b>Loans purchased:</b>												
Outstanding balance	4,619.28	5,540.25	12,079.72	8,442.99	6,948.09	7,621.17	6,810.85	7,040.59	3,219.36	3,656.89	14,996.75	80,975.94
Appraisal value <sup>1</sup>	9,590.58	13,658.96	22,490.53	16,147.83	15,926.91	14,545.70	14,907.95	14,117.75	7,215.13	16,999.51	35,714.20	181,315.05
Appraisal value/ Outstanding balance (x)	2.08	2.47	1.86	1.91	2.29	1.91	2.19	2.01	2.24	4.65	2.38	2.24
<b>Foreclosed collateral properties: (Time since transferred to NPAs)</b>												
Outstanding balance <sup>2</sup>	5,019.33	4,304.02	4,141.25	3,320.58	2,475.96	1,539.47	985.81	1,398.85	697.13	166.40	1,734.72	25,783.52
Appraisal value	9,208.00	8,108.87	8,262.85	6,753.68	4,962.00	3,315.36	2,211.39	2,514.98	824.70	389.22	4,574.36	51,125.41
Appraisal value/ Outstanding balance (x)	1.83	1.88	2.00	2.03	2.00	2.15	2.24	1.80	1.18	2.34	2.64	1.98

Notes: <sup>1</sup> Collateral value calculated based on the appraised price in accordance with the latest resolution of the committee on the appraise price (notwithstanding that some of the appraisal price may have been appraised not less than 3 years ago) and if collateral has been auctioned and bids have already been received, based on the bid price less estimated expenses. The collateral value is based on appraisal price before taking into account the accrued debt obligation and the mortgage value.

<sup>2</sup> The actual cost of acquiring the assets before revaluation of properties for sale.

The appraisal value of loans purchased and foreclosed collateral properties is approximately 1.98 times the outstanding balance across different vintages. The Company is diligent in the collection and seeks to maintain levels of collection from both distressed assets and properties for sale. For assets acquired as distressed debt, a portion of the collection is primarily collected through the debt restructuring and sale of properties (both outright and installment sales).

The following table sets forth certain details regarding the company's collection and acquisition cost for portfolios of loans purchased and foreclosed collateral properties with various holding periods as of March 31, 2022:

Time since acquisition	Less than 1 year	From 1 – less than 2 years	From 2 – less than 3 years	From 3 – less than 4 years	From 4 – less than 5 years	From 5 – less than 6 years	From 6 – less than 7 years	From 7 – less than 8 years	From 8 – less than 9 years	From 9 – less than 10 years	From 10 years and above	Total
<i>(Baht in million, except for ratios)</i>												
<b>Loans purchased and foreclosed collateral properties</b>												
Total collection.....	45.70	680.21	2,147.60	2,861.50	4,181.68	5,041.79	7,218.43	7,492.80	8,667.46	30,959.97	161,282.32	230,579.46
Distressed debt asset collection.....	45.70	626.10	2,082.92	2,588.16	3,496.40	4,373.60	5,828.09	6,077.01	5,834.85	27,343.25	119,154.37	177,450.45
Foreclosed collateral properties collection.....	0.00	54.11	64.68	273.34	685.28	668.19	1,390.35	1,415.80	2,832.61	3,616.72	42,127.94	53,129.01
Acquisition cost.....	4,677.95	6,040.76	14,204.13	11,566.39	11,438.56	13,260.58	14,109.29	14,825.81	10,005.77	18,045.51	120,809.18	238,983.93
<b>Collection/ Acquisition cost (%).....</b>	0.98	11.26	15.12	24.74	36.56	38.02	51.16	50.54	86.62	171.57	133.50	96.48

Collection tends to gradually increase within the first 2-3 years of an asset's acquisition as we carry out preparation, negotiation and restructuring activities, and then accelerates in the recovery period. As of March 31, 2022 total collection for assets acquired from 2 - less than 3 years is 15.12% which is lower than the total collection for assets acquired over 10 years ago of 133.50%

From the portfolios of loans purchase that the Company have acquired in the 1 to 2 years prior to March 31, 2022 of Baht 680.21 million (of which Baht 626.10 million was from distressed debt assets and Baht 54.11 million was from foreclosed collateral properties) and had a total balance of Baht 9,844.27 million of loans purchased which we had acquired within one to two years before (of which Baht 5,540.25 million is from distressed debt assets and Baht 4,304.02 million is from foreclosed collateral properties), with a total appraisal value of Baht 21,767.83 million (of which Baht 13,658.96 million from distressed assets and Baht 8,108.87 million from foreclosed collateral properties).

### 2.3.2 Directly Acquired Properties for sale

The following table sets forth certain details regarding the appraisal value and outstanding balance of properties for sale acquired directly (“Directly Acquired Properties for Sale”) as of March 31, 2022.

Time since acquisition	Less than 1 year	From 1 – less than 2 years	From 2 – less than 3 years	From 3 – less than 4 years	From 4 – less than 5 years	From 5 – less than 6 years	From 6 – less than 7 years	From 7 – less than 8 years	From 8 – less than 9 years	From 9 – less than 10 years	From 10 years and above	Total
<i>(Baht in million, except for ratios)</i>												
<b>Directly Acquired Properties for sale:</b>												
<b>Outstanding balance.....</b>	5.50	50.47	1,388.93	884.97	147.13	225.54	97.33	7.94	42.32	923.15	1,512.32	5,285.59
<b>Appraisal value.....</b>	7.81	121.16	2,943.46	1,644.58	329.82	481.39	184.15	15.80	217.77	3,355.22	5,437.47	14,738.64
<b>Appraisal value/ outstanding balance (x)</b>	1.42	2.40	2.12	1.86	2.24	2.13	1.89	1.99	5.15	3.63	3.60	2.79

As of March 31, 2022, the total appraised value of the assets is 2.79x of the total outstanding balance of Directly Acquired Properties for sale.

The following table sets forth certain details regarding the Company's collection and acquisition cost of the portfolios of Directly Acquired Properties for sale with various holding periods as of March 31, 2022:

Time since acquisition	Less than 1 year	From 1 – less than 2 years	From 2 – less than 3 years	From 3 – less than 4 years	From 4 – less than 5 years	From 5 – less than 6 years	From 6 – less than 7 years	From 7 – less than 8 years	From 8 – less than 9 years	From 9 – less than 10 years	From 10 years and above	Total
<i>(Baht in million, except for ratios)</i>												
<b>Direct properties for sale:</b>												
Collection.....	0.00	15.97	353.47	142.79	144.41	753.86	110.57	11.76	664.93	7,762.11	36,587.28	46,547.14
Acquisition cost.....	6.02	62.56	1,861.61	1,198.01	242.99	695.85	168.45	16.31	302.56	3,787.86	19,263.26	27,605.48
Collection/acquisition cost (%).....	0.00	25.53	18.99	11.92	59.43	108.34	65.64	72.08	219.77	204.92	189.93	168.62

As of March 31, 2022, collection for Directly Acquired Properties for sale is 18.99% of the acquisition cost of assets acquired from 2 – less than 3 years as compared with 189.93% of that of assets acquired more than 10 years.

We had collected Baht 15.97 million from the properties for sale that we directly acquired 1 to 2 years prior to March 31, 2022. The Company had total outstanding balance of Baht 50.47 million and total appraisal value of Baht 121.16 million.

## 2.4 NPLs Concentration by Portfolio

The following table sets forth information regarding our individual debtors with the 10 largest remaining acquisition costs of NPLs as of the dates indicated.

Major Debtors <sup>1</sup>	Year ended December 31,			Three-month period ended March 31, 2022
	2019	2020 <sup>2</sup>	2021 <sup>2</sup>	2022 <sup>2</sup>
	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)
Debtor 1	3,035	3,035	3,035	3,035
Debtor 2	589	589	589	589
Debtor 3	579	558	558	558
Debtor 4	507	389	389	389
Debtor 5	389	334	334	334
Debtor 6	334	324	323	324
Debtor 7	324	290	290	291
Debtor 8	319	287	287	287
Debtor 9	300	261	261	261
Debtor 10	230	224	224	224
<b>Sub-total</b>	<b>6,606</b>	<b>6,291</b>	<b>6,291</b>	<b>6,292</b>
<b>Total NPLs<sup>3</sup></b>	<b>77,375</b>	<b>77,726</b>	<b>73,406</b>	<b>72,668</b>

Notes: <sup>1</sup> Represents our top 10 debtors by remaining acquisition of NPLs as of the dates indicated. Our top 10 debtors may vary from year to year.

<sup>2</sup> Information regarding top 10 debtors by remaining acquisition of NPLs for the year ended December 31, 2020 and 2021 and for the three-month period ended March 31, 2022 may not be comparable to the previous periods due to the calculation of allowance for expected credit losses on loans purchased (2019: Allowance for doubtful account) as per requirement of TFRS.

<sup>3</sup> Due to the new financial report standards, “loans purchased” (NPLs) is reclassified into “loans purchased of receivables and accrued interest receivables- net.”

## 2.5 NPAs Concentration by Region and by Type

Our NPAs are located throughout Thailand. As of March 31, 2022, 39.9% of net value of our NPAs are located in Bangkok and its vicinity and 53.4% of net value of our NPAs are residential properties.

The following table sets forth certain details of our NPAs by region as of the date indicated.

	As of December 31,			As of March 31,
	2019	2020	2021	2022
	Net value	Net value	Net value	Net value
<b>Value of NPAs by Geography of Real estate</b>	<i>(Baht in million)</i>			
Immovable assets				
Bangkok and its vicinity	9,988	12,255	11,976	12,182
Central and Eastern Thailand	6,137	6,582	6,893	7,040
Northern Thailand	3,432	3,742	4,089	4,170
Northeast Thailand	2,158	2,698	3,034	3,220
Southern Thailand	1,969	2,587	3,450	3,712
Moveable assets	215	214	224	225
<b>Total</b>	<b>23,899</b>	<b>28,078</b>	<b>29,666</b>	<b>30,549</b>

The following table sets forth a breakdown of the value of our NPAs by type as of the date indicated

	As of December 31,			As of March 31,
	2019	2020	2021	2022
	Net value	Net value	Net value	Net value
<b>Value of NPAs by Type of Real estate</b>	<i>(Baht in million)</i>			
Immovable assets				
Vacant land	5,243	6,023	5,415	5,460
Hotels	450	591	697	701
Commercial properties	6,453	7,186	7,720	7,861
Residential properties	11,539	14,065	15,610	16,302
Moveable assets	215	214	224	225
<b>Total</b>	<b>23,899</b>	<b>28,078</b>	<b>29,666</b>	<b>30,549</b>

As of March 31, 2022, the Company has net NPAs value of Baht 30,549 million and the appraisal NPAs value of Baht 65,864 million (of which Baht 65,418 million for immovable assets and Baht 446 million for movable assets).