ONE REPORT 2021

BEYOND DIGITAL ECONOMY

BAM

ก้าวไกลในโลกธุรกิจ..ยุคดิจิทัล

บริษัทบริหารสินทรัพย์ กรุงเทพพาณิชย์ จำกัด (มหาชน)
Bangkok Commercial Asset Management Public Company Limited

บสก
BAM

VISION

To be a center of opportunities in creating value as a One-stop Solution Asset Management Company with considerable growth to move forward the economy and society

MISSION

1. Introducing proven technology and innovation for future changes
2. Uplift products and services to best serve our customers and all sectors
3. Build an integrated network of partners and customer base
4. Passing on legacy and values to the newly trained generations
5. Uphold ESG integration into governing principle



Sustainable

BAM has integrated the sustainability alongside the rebalancing of the three pillars : environmental, social and governance dimensions.

Bam

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Bani

project to upgrade
its IT system to the professional
level on leading organizations.

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Beyond
Digital
Economy



BAM stands ready to fix the problems and assist our NPL customers to become performing again.

The key to BAM's success has been the "5 Good" principles employed to drive the organization: Good to the Country, Good to Society, Good to Customers, Good to Shareholders, and Good to Employees.

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Message from the Chairman

The key to BAM's success has been the "5 Good" principles employed to drive the organization: Good to the Country, Good to Society, Good to Customers, Good to Shareholders, and Good to Employees. Moreover, we remain committed to operating business under the principles of corporate governance and with the responsibility to society, the environment and all groups of stakeholders



2021 must be highlighted in the historical record for the prolonged COVID-19 pandemic, which has taken a heavy toll on the economy and society and forced people to adapt to the so-called 'new normal' that has already turned into the 'now normal.' Every one of us needs to change the way we live and work so as to overcome the emerging challenges and obstacles. BAM has likewise been unavoidably affected by this situation as we may not conduct some activities as usual, for example, the in-person meetings or contacts with our customers or the marketing events with mass gatherings, as regulated by the authorities. In order for BAM to be able to carry on under these constraints, we have adopted technology-aided approaches to perform our activities and service our customers.

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As such, despite the difficulties plaguing BAM throughout the past year, those obstacles and challenges have in turn pushed the Company into adjusting our business model and strategy and jointly tackling the problems so as to move the organization into achieving the established goals. Against this backcloth, BAM could satisfactorily deliver better-than-expected results for the year 2021.

In the wake of the COVID-19 pandemic, BAM has concerned about our affected customers with a lowered ability to repay and, thus, helped to resolve their plight by launching a number of relief measures, as appropriate, for our debt restructuring customers and customers purchasing our NPAs under an installment plan who had sought relaxation in the payment terms. This could reconfirm that BAM stands ready to fix the problems and assist our NPL customers to become performing again. The key to BAM's success has been the "5 Good" principles employed to drive the organization: Good to the Country, Good to Society, Good to Customers, Good to Shareholders, and Good to Employees. Moreover, we remain committed to operating business under the principles of corporate governance and with the responsibility to society, the environment and all groups of stakeholders and the fight against corruption in order for BAM to gain confidence, trust and support from the concerned parties and be prepared to become a listed company continuously embracing the environmental, social and governance (ESG) principles into our business operation in the years ahead.

In 2021, BAM earned the "Very Good" recognition level in the CGR project organized by the Thai Institute of Directors and received the CAC certificate for the second year at Thailand 11th National Conference on Collective Action Against Corruption, titled "Unified Business Transparency against Corruption," which could bear testimony to our commitment to business operation transparency and anti-corruption in all its forms. In addition, the Company has been recognized in the international arena, as proven by the following awards:

1. The Best Investor Relations Thailand 2021 and the Best Distressed Asset Management Company Thailand 2021 from International Business Magazine Award 2021 hosted by International Business Magazine, a leading business and finance magazine based in Dubai, the United Arab Emirates, which singled out organizations whose performance met the awarding criteria.



2. The Best in House Investor Relations Team - Distressed Asset Management and the Best Distressed Asset Management Company from International Financial Awards organized by International Finance, a leading business and finance magazine of the UK's International Finance Publications Limited. These awards are intended to honor individuals and organizations in the international financial sector who have demonstrated an outstanding performance in various fields deemed valuable to global financial business.

3. MEA Energy Awards 2021 from the 6th year of Energy-Saving Building Project contest, hosted by the Metropolitan Electricity Authority (MEA), which is an award that guarantees the efficiency of energy consumption and standard air quality within the energy-saving office building type of the year 2021, using the standards employed within the project which consist of the MEA Index (Management of Energy Achievement Index), as an energy usage indicator developed by the MEA, as well as an Indoor Air Quality Index (IAQ Index).

In our next move, BAM pledges to maintain our professional standards as the country's best asset management company. We would like to express our gratitude to the shareholders, customers, business partners, and all concerned parties for your ongoing support and trust in the Board of Directors, the management and staff members. Please rest assured that BAM will continue our pivotal role in reviving the country's distressed assets and driving a strong economic system and will give priority to sustainable corporate development with the balance of ESG dimensions in order to achieve solid growth and sustainable success in the years to come.

T. Limpiti

(Mrs. Tongurai Limpiti)
Chairman


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Message from Chief Executive Officer



BAM has integrated the sustainability policy and plan into the business process by aligning with its vision, mission and corporate plan, alongside the rebalancing of the three pillars of sustainability: environmental, social and governance dimensions.

Asset management company is among the variety of businesses gripped by the COVID-19 pandemic throughout 2021. BAM has adapted itself and its strategies to cope with this situation, including the care of its employees, management of all workplaces, adjustment of business process and customer servicing, and implementation of multi-channel marketing without breaching the government's measures to prevent the spread of the coronavirus.

Extremely concerning about the health of its employees, BAM has adopted strict social distancing measures by allowing more options for working from anywhere than working in office to avoid a crowded workplace. The Company has also optimized the use of technology by arranging meetings online and allowing employees to take and use laptops, equipped with the

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operating systems, outside the office efficiently. To ensure uninterrupted personnel development, the Human Resource Department has provided online training courses for employees to participate in anytime, anywhere. Moreover, the Company has expedited the BAM Digital Enterprise project to upgrade its IT system to the professional level on a par with other leading organizations.

BAM still gives importance to aligning its business operation plan and marketing strategy with the situation, being well aware that several groups of its customers have been hit by the economic sluggishness. The Company has introduced measures to assist its debt restructuring customers such as the "Happy to Have Your Home Back" and the "BAM Revitalizes Your SME Business" programs, along with an array of sales promotion campaigns and activities for customers buying its NPAs, including the NPA purchase under instalment plan with BAM, the promotion for retail investors, the "Speedy Transfer" campaign (offering of free transfer fee and gift vouchers), the "Hot Price Condo for All" event, the "Four-Star Homes by BAM" campaign, and the offering of more than 4,000 special-price property items to all groups of customers. To respond to consumer behaviors in the digital era, BAM has adjusted its strategy by holding the online NPA sales, arranging a virtual booth, and promoting its NPAs through the online platform that has a large amount of audiences. These adaptation and strategic adjustment have enabled BAM to move the business forward and achieve better debt collection than forecasted as well as to have impressive business performance.

At the same time, BAM has integrated the sustainability policy and plan into the business process by aligning with its vision, mission and corporate plan, alongside the rebalancing of the three pillars of sustainability: environmental, social and governance dimensions. Besides the care for health, wellbeing and fair treatment of its employees, the Company has set targets for energy management, greenhouse gas reduction, and reducing paper usage by replacing with electronic data storage. Moreover, BAM has launched numerous projects to assist and enable customers to return to the economic system and has managed NPAs on an environmentally friendly basis, with the belief in "doing well by being socially responsible in business."

I would like to thank all concerned parties who have played a part in successfully developing and moving the organization forward and will maintain a balance in business in order to create the everlasting stability and sustainability for BAM.



(Mr. Bundit Anantamongkol)
Chief Executive Officer

Board of Directors



Mrs. Tongurai Limpiti
Chairman



Mr. Vasant Thienhom
Director



Mr. Yos Kimsawatde
Director



Mr. Songpol Chevapanyaroj
Director



Mr. Satorn Topothai
Director



Mr. Bunyong Visatemongkolchai
Vice Chairman of the Board of Directors



Mrs. Maneerat Srisaovajati
Director



Mr. Pisit Serewiwattana
Director



Mr. Bundit Anantamongkol
Director

Management Team


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1 **Mr. Bundit Anantamongkol**
Chief Executive Officer

2 **Mr. Somporn Moonsrikaew**
President

3 **Mr. Choopong Phokhasawadi**
Senior Executive Vice President

4 **Mr. Suntis Wattanakul**
Senior Executive Vice President

5 **Mr. Phongsathon Maneepim**
Senior Executive Vice President

6 **Mr. Weeravej Sirichatchai**
Senior Executive Vice President

7 **Mr. Poolsak Chansutthikanok**
Executive Vice President

8 **Mr. Vibulporn Bhandhukravi**
Executive Vice President

9 **Mrs. Wasana Chuenklinthoop**
Executive Vice President

10 **Mrs. Supanee Kitwithee**
Executive Vice President

11 **Mrs. Wipasiri Sangvacharakul**
Executive Vice President

12 **Mr. Chanwit Kaveesoonthornsanoh**
Executive Vice President

13 **Mrs. Srisudaporn Khamenkitsongsin**
Executive Vice President

14 **Wuthipan Tawantiang, Ph.D.**
Executive Vice President

15 **Miss Sucheela Srinakkam**
Executive Vice President

16 **Mr. Thongchai Chailohakul**
Executive Vice President

17 **Mr.Pichai Ruangnivatsai**
Executive Vice President

18 **Mr. Chotikorn Luesumpunt**
Executive Vice President

19 **Thanakorn Wangpipatwong, Ph.D.**
Executive Vice President

Part 1

Business Operations and Performance

1 Structure and Business Operations of group of company



Policy and Business Operation Overview

Vision, objective, goal or strategy of operation of the Company

Vision

Bangkok Commercial Asset Management Public Company Limited ("the Company")'s vision is "To be a center of opportunities in creating value as a One-stop Solution Asset Management Company with considerable growth to move forward the economy and society,"

Mission Statements

- Introducing proven technology and innovation for future changes
- Uplift products and services to best serve our customers and all sectors
- Build an integrated network of partners and customer base
- Passing on legacy and values to the newly trained generations
- Uphold ESG integration into governing principle

Operational goals and strategies of the Company

(A) Operational goals of the Company

The Company orients to be the largest asset management company in Thailand with excellent work management and promotion of good relationship with the customers and the financial institutions selling non-performing loans and non-performing assets to create long-term returns for the shareholders.

(1) Expanding the asset base of the Company

The Company builds up a network to follow up the asset sale offers of the financial institutions in Thailand having pending non-performing loans and non-performing assets regularly to expand the company's asset base. In the long run, the company aims to make the Company's asset base to sustainable grow; nevertheless, such growth depends on market condition, volume and suitability of the property's price in marketplaces.

Normally, the Company believes that the financial institutions still distribute non-performing loans and non-performing assets continuously in the future as a result of factors including the principles of the Bank of Thailand (BOT) regarding possession of the non-performing loans and non-performing assets of the financial institutions. Furthermore, in the event of the COVID-19 pandemic, the Bank of Thailand has issued measures to help the affected debtors, which may have an effect on the debtors' classification and delay the occurrence of NPL loans. The company's purchasing/finding opportunity for the non-performing loans and non-performing assets of the Company will decrease.

(2) Shorten turn around time and increase cash collection of the company

The Company emphasizes shortening turnaround time from the date the Company obtains non-performing loans until the day the Company receives return as cash from such non-performing loans. It is performed through the approach management method for the non-performing loans such as negotiating with debtors and enhancing effectiveness of the internal operations to reduce time of the transfer of non-performing loan collateral to be the non-performing assets. The Company sets up a team having knowledge and expertise in the legal processes related to the enforcement of collaterals in Thailand to enhance effectiveness and quicken the internal process pertaining to the enforcement of the non-performing loans. Such method includes following up the status of non-performing loans and preparing relevant documents for proceedings in the courts.

Furthermore, the Company organizes the project "Be happy with a home return" with aims to give opportunity to the debtors that have not been ordered for receivership to be able to redeem the collaterals of their houses. The principal amount shall not exceed 10.0 million Baht by selecting one-time payment within 90 days or instalments within 20 years at rate of 80.0% of the

appraised price according to the company's principles. Such project's principles and conditions shall be applied to have a chance to increase customers being the non-performing loans, entering into a debt restructuring or composition agreement for home loan and/or personal loan with collaterals as a house. This is to maintain constancy of charges of the company. Furthermore, the Company organizes other projects to help the debtors continuously such as "BAM to Reduce Debt" with objectives to give an opportunity to the debtors who have not been ordered for receivership and do not have other assets to settle debts without collateral provided that the principal amount shall not exceed 3.0 million Baht. The payment can be either one-time payment within 90 days at rate of 10.0% of the outstanding principal or instalments within 3 years at rate of 15.0% of the outstanding principal without interest. The company also organizes a project "BAM to Restore Business" with objectives to give an opportunity to debtors of the company including natural persons and juristic persons that have not been ordered for receivership and do not have other properties to settle debts with principle amount not exceeding 20.0 million Baht. The payment can be one-time payment within 90 days or instalments within 10 years at rate of 80.0% of the appraised price according to the principle of the Company. However, such project is under conditions specified by the Company.

Additionally, the Company focuses on operating works to receive return in cash from the non-performing assets from the date the company obtains such property. The company manages the non-performing assets by doing direct marketing by property type to meet the needs of the target customer groups. The company has an experienced team to take care of each type of property clearly. The Company also arranges sales promotion activities nationwide continuously all year long to advertise and publicize the non-performing assets of the company. It includes setting up the physical booths in various real estate fairs and providing the virtual booths on website of BAM to market the non-performing assets of the company. Plus, the target customer groups to purchase the non-performing assets are determined. Moreover, in a necessary case that is worth investment, the company will improve the condition of the non-performing assets to be ready for use/move-in and add values and to help the company to sell the properties faster, whereby the Company believes that such action helps decrease expenses for possessing the non-performing assets.

In the future, the Company will still do marketing activities for non-performing assets of the Company regularly to advertise and publicize the non-performing assets and reduce time for possessing and distributing the non-performing assets including providing a special team to manage the non-performing assets with high value or that are difficult to sell.

In addition, the Company has a project of property purchase by instalments for the retail customers who do not access a loan source of the financial institutions in case that property's approved sale price does not exceed 3.0 million Baht. It may be payment by instalments in some other special cases such as high-valued non-performing assets or the existing debtors who desire to repurchase the non-performing assets. This aims to provide opportunities for the small developers to purchase the assets for further renovation and reselling, which will result in job creation and income generation for their employees/workers, hence another means of social assistance.

At the same time, the Company launches numerous promotion programs to stimulate buying-decisions, including the "On Reo Rap Loei" (get a reward for speedy transfer) promotion to encourage customers to make a faster transfer within the specified period and earn the privilege of free transfer fee, which enables quicker generation of cash flow.

(3) Train employees and develop the organization's potentials and determine a succession plan

Employees are the valuable asset and the key driver of the Company's success. Management of human resources with strong competence is instrumental in enhancing capability and competitiveness that can push the business towards efficient and sustainable growth. The operation of a business needs to rely on knowledgeable and talented personnel with versatile work skills that will enable them to perform their tasks effectively.

The Company offers employee compensation and welfare in line with the current circumstance and labor market condition.

The Company gives priority to the development of "people," the main contributor to moving the organization towards a success in line with its mission and vision. Therefore, it is essential to prepare the development of its personnel to be ready for and able to adjust themselves to the business direction and goal amid the ever-changing factors, including new technologies, changing consumer behaviors, and tougher competition. Employees' knowledge and skills will be enhanced in various forms so that they could cope with changes in a timely manner, as follows:

Education To increase their knowledge and skills, the Company has a policy to provide opportunities for the employees to pursue higher education in the business-related fields by offering 20 master's degree scholarships/year at local institutions and two overseas scholarships/year.

The Company also provides 20 master's degree scholarships at local institutions and two overseas scholarships for outsiders in a bid to recruit highly capable and competent individuals and develop qualified personnel to work with the Company so that they would become the key drivers of future corporate development.

Improvement of employee skills, knowledge and work efficiency The Company devises plans for seminars and training that align with its business operation, and encourages all employees to undergo appropriate and continuous development in order to efficiently enter the digital era. Employees at all levels are developed to close the gap in their competencies and knowledge and enhance their capability. They include both front-office and back-office employees at the levels of operating staff, manager, executive as well as those who are designated as successors. They are promoted to grow and advance in their roles and duties professionally, efficiently and effectively and be able to move the organization towards achieving its goals.

The training and development courses are aimed at enhancing efficiency in working, business management, and personnel management and bridging the gap to ensure work efficiency. They include courses required by laws, in-house and off-premises training, and corporate training. In the wake of the COVID-19 pandemic in the past year, the Company has shifted towards more online training to ensure the employees are always prepared for continuous learning.

In addition, the Company has a succession plan and personnel development plan in preparation for any retired executives in the future by selecting qualified candidates who are ready for promotion to the executive positions and providing them with additional capability development to enhance their competence. Employees at different levels are also rotated so that they could gain diverse working experience and be well prepared for assuming executive positions in the future.

(4) Reorganization for the long-term strategic plan

The Company has reorganized its front office on a full branch basis by entrusting the departments under Loan Restructuring and Sales Groups 1 and 2 with responsibility for NPLs, NPAs and litigation in order to eliminate bottlenecks in the work process and fully achieve work efficiency. Also, employees can develop their knowledge and multi skill and advance in their career path as the operating staff and executives at each level will have more opportunities to be elevated to higher positions.

(B) Company's competitive advantages

(1) The Company is the largest asset management company in Thailand with long experience

The company is the largest asset management company in Thailand, considered from total assets, according to data of the Bank of Thailand (BOT). It was found that the total assets in the system of the asset management companies are valued for 254,422 million Baht. Meanwhile, the Company has total assets of 124,281 million Baht accounted for 49% (as of 30 September 2021). the company believes that with total asset value and experience in operating the business of managing non-performing loans and non-performing assets, the

company is ready to solve problems of the non-performing loans in Thailand by focusing on managing assets to bring highest satisfaction to every party as much as possible. The Company believes that the fact that the company has several and various non-performing loans and non-performing assets will enable the Company to have revenue and cash flow from different channels.

(2) The Company has a network of asset provision and management all over Thailand

The Company has a headquarter in Bangkok with branch offices in Thailand, totalling 26 offices (as of 31 December 2021). The company is the asset management company having most branches in the country.

The Company believes that having branch offices all over the country will help the company (a) to follow up and manage non-performing loans and non-performing assets effectively and (b) to appraise price of the properties in the process of providing the non-performing loans and non-performing assets more precisely.

Such network also enables the Company to reach customers and provide services better and comprehensively. The fact that the Company has branch offices in each region makes the employees of the company to understand market condition in each local area, which is beneficial to the company to anticipate timing and estimate the sale price of the non- performing loans and non-performing assets. Moreover, the company is able to adapt itself by the market condition properly provided that the Company can change locations of its branch offices and adjust the geographic strategies as well as to transfer the skilled and proficient employees to work and use resources by each area, consistent with the volume of transactions.

The Company gains benefits from the flexible business structure. the company believes that it can create business opportunity in every economic condition especially for the rebounding economy. The Company anticipates that the debtors will be more solvent and that the Company has cash flow received from the non-performing loans better. With this, the Company has capital to purchase the non-performing loans and non-performing assets in a timely manner at the right price. Furthermore, the Company generally has the opportunity to sell the non-performing assets in such period better with higher price.

On the contrary, in the time of economic recession, most financial institutions have more non-performing loans, and that the supply of non-performing loans increases. This makes the Company have more opportunity to purchase the non-performing loans and non-performing assets through arranging the bidding process for the debtors' properties from financial institutions of the company at price that the Company may receive more returns.

(3) The company has overall operation in providing, managing and creating cash flow from non-performing loans and non-performing assets

The company has more than 20 years of experience in operating the business of managing non-performing loans and non-performing assets in Thailand with strengths of providing non-performing loans and non-performing assets at reasonable price. It also can manage and create the cash flow from the non-performing loans and non-performing assets effectively.

3.1 Provide non-performing loans and non- performing assets at reasonable price

The Company believes that the network all over the country and the team experienced in real estate, and having knowledge and understanding about collaterals of the non-performing loans and non-performing assets will enable the company to be advantageous over other competitor in providing, appraising and pricing for bidding to purchase such properties. Additionally, the fact that the company has the headquarter and branch offices for 26 locations with more than 322 employees performing duties about providing the non-performing loans nationwide will make the company to send its team to survey the collaterals of the non-performing loans and non-performing assets that the Company will purchase. This will help the company to be able to appraise the price more accurately.

3.2 Experience in managing and creating cash flow from non-performing loans and non-performing assets effectively

The Company believes that it has ability to manage the non-performing loans and non-performing assets to maintain or create cash flow from such properties by applying its knowledge and competency in analysing market needs. With experience in the business of managing the non-performing loans and non-performing assets for more than 20 years and the network to provide and manage the assets nationwide, the Company believes that it has advantages over the competitors that are the non-performing loan management companies or the banks with business units for managing the non-performing loans and non-performing assets without main objectives to manage the non-performing loans and non-performing assets.

Under its policy to manage non-performing loans, the Company highlights negotiation for debt restructuring with the debtors to reach a satisfactory agreement for every party as much as possible. With experience and asset database, the Company can proceed with the debt restructuring for non-performing loans effectively provided that the company will consider selecting a suitable way to restructure debts with each debtor. Mostly, it depends on solvency of the debtors. Meanwhile, the Company can manage relevant risks simultaneously, and the company has a team having knowledge and expertise in related legal processes for enforcement of collaterals in Thailand to enhance effectiveness and rapidity of the internal process regarding the enforcement of the non-performing loans' collateral. Furthermore, the Company believes that it has competency to improve and add values for the non-performing assets provided that the Company has the team specializing in non-performing assets including experts who have good knowledge and understanding about the needs of each type of real estate market.

The fact that the company has network all over the country enables the company to send the team to inspect the non-performing assets of the company regularly to ensure that such properties are properly maintained in a good and available condition for distribution. Furthermore, expertise of 170 staff in managing the non-performing assets in the region from having branch network all over the country is utilized to negotiate with the customers for best result.

The Company believes that the non-performing asset management by marketing based on property type and price level instead of marketing by location of the properties can define the target group better and the non-performing assets can be sold faster in a reasonable price.

The Company has a team of non-performing asset management, specializing in each type of property such as the team of horizontal residential buildings, condominiums, lands and property for investment. The marketing by property types also helps the company to develop strategies of marketing and selling non-performing assets in each type, and develop the sale process to be efficient.

Additionally, the fact that the company has branch networks all over the country contributes to the company to have expertise about real estate marketplaces in different areas, and that the company's non-performing asset sale is efficient. The Company cooperates with several financial institutions to consider loans for the buyers of the company's non-performing assets, which helps the company to have increased cash charging and sales of the non-performing assets and reduce the cost and time for holding the assets in order to accelerate the sales of assets that are difficult to sell and have long been in its possession and to generate a higher profit margin.

(4) The Company has strong ability to manage risks

The Company's strong ability in managing risks is the main composition of the company's businesses. The Company focuses on being cautious, prepared, or dealing with potential uncertain events and that the company can achieve the goals and objectives at organisational and activity levels. Furthermore, implant risk management is a part of the company's work operations.

The Company reviews, improves and develops the risk management system continuously to be consistent with the company's risk management policy specified by the board of directors. Moreover, the risk management system plays an important role in determining and verifying the risk management policy to be suitable with the businesses and cover major risks of the Company as well as to define the risk management strategies and follow up organizational risks.

The Company realizes that risk management is essential for the business operation, and thus prescribes the principles of risk management to be suitable with the business and effective. The Company has studied, assessed, followed up, and managed risks systematically for the company's executives to understand risks related to the company's businesses and to be able to manage risks under the framework specified by the Company.

(5) The Company has various and sustainable funding sources for expanding the businesses

The Company has loan credits from 9 financial institutions, and the Company believes that having loan credit from various financial institutions will enable the company to negotiate financial conditions, and have negotiating power with these financial institutions. Previously, the company has not been in default of debt settlement, and never been informed about breach of a loan agreement from the financial institutions. The Company thus believes that the Company is reliable and has good relationship with the financial institutions.

Moreover, the Company has a funding source for different operations including issuing a short-term and long-term bill of exchange, requesting for short-term and long-term loan credit from the financial institutions, issuing debentures and operating cash flow.

(6) Directors and the top executives have experience and performance widely accepted

Director and top executives of the company have experience in the financial business industry for about 25 years on average. These people used to work for large organizations in the country such as BOT, commercial banks and other financial institutions etc. With such experience, the directors and top executives understand and have experience about loan release starting from the loan consideration for approval process, loan management process, and non-performing loan management and non-performing asset distribution process.

Furthermore, the company's top executives are well known in the financial business industry in Thailand and a number of executives are experienced in real estate markets also. These factors help the company's executives to construct relationship with leaders in the financial and property businesses and have knowledge and experience necessary for negotiating and building up network with related organizations.

Meanwhile, the Company has a policy to develop and prepare new-generation executives continuously so that they can work in a position of tope executive in the future to support sustainable growth of the company's businesses.

(C) Providing IT Master Plan to support growth of the company's businesses

The Company adopts digital technology and strategy in laying down its foundation and goals for business operation as well as business process by devising the three-year BAM Digital Enterprise Project (2020-2022) with objectives to study, analyse present business processes, design the new business process to reduce mistakes from the operation process, and enhance efficiency and agility in responding needs of the customers rapidly. It includes setting framework for the information technology of the main system of BAM, and designing connection with related work systems according to the master plan

BAM Digital Enterprise Project is launched in order to support operations and enhance business growth, which include

- Adjusting work process and code of practices for NPL, NPA Law and financial account
- Creating database for business purposes
- Enhancing security and safety of the work system and information

By operating the project to achieve the goals according to such guideline of practices by organizing these projects

- Structuring the central sector of the Company for supervising the projects
- Integrating the work system and supporting main transactions
- Integrating the financial and accounting system
- Providing the central database management system for significant data
- Supplying tools of big data for enhancing effectiveness of the analysis
- Managing data in the company in accordance with Personal Data Protection Act
- Checking potentials and safety to support Cyber Security Act, and Personal Data Protection Act of the government
- Improving and uplifting safety of the Company to support regulations to meet the universal standards

The aforementioned projects will render the Company to gain highest benefits including

- Agility in expanding the business and customer base
- Enhancing effectiveness and rapidity in work operation
- Having correct and easily accessible data for driving the business
- Skill development for employees to suit the digital age
- Modern image of the company with security, safety and sustainability in the long run.

Background, change and significant development

Background

Bangkok Commercial Asset Management Co., Ltd ("Company" or "BAM") was established according to the financial institutions development plan of the Ministry of Finance according to the resolution of the cabinet on 14 August 1998, to manage non-performing loans of Bangkok Bank of Commerce Public Company Limited (BBC).

BAM was registered as a limited company according to the Civil and Commercial Code on 07 January 1999, with initial registered capital of 54,700 million Baht (547 million shares with par value of 100 Baht), with Bangkok Commerce Public Company Limited (formerly BBC) holding shares for 99.99%. Later, on 28 January 1999, BAM was permitted by the Bank of Thailand to operate the business as an asset management company according to the Royal Decree on Asset Management B.E. 2541 (1998).

On 08 November 1999, BAM was registered to reduce shares' par value from 100 Baht to 25 Baht/ share to optimize the financial structure, with remaining registered capital of 13,675 million Baht (547 million shares, with par value of 25 Baht), according to the unanimous resolution of the 1st annual shareholder's meeting on 07 July 1999. The amount from capital decrease of 41,025 million Baht was gradually refunded to the shareholders completely from 31 August 2006.

Apart from missions in managing non-performing loans of BBC, on 29 March 2002, BAM registered increasing scope of non-performing loan management of other financial institutions, and was an agent to collect and repay obligations in accordance with the Royal Decree on Thai Asset Management Company B.E.2544 (2001), as well as taking care of, managing and storing properties, asset transfer documents or other related documents.

Later, on 4 February 2003, the receiver had an order No. 1338/2546 that Bangkok Commerce Public Company Limited (formerly BBC) shall transfer 546,999,993 BAM shares, with par value of 25 Baht, in total amount of 13,674,999,825 Baht to the Financial Institutions Development Fund (FIDF). As a result, BAM was transformed to be a state enterprise with FIDF directly holding shares for 99.99%. On 20 December 2005, the cabinet had a resolution for Financial Institution Asset Management Corporation (FIAMC) to transfer major assets including investment in the debtors for non-performing assets and investment in the securities to BAM. Additionally, BAM was transferred officers of FIAMC as they were voluntary. This amalgamation strengthened the organization due to

incorporation of potentials of employees and work systems of both organizations.

On 25 December 2015, the company registered transformation as a public company limited under the name of Bangkok Commercial Asset Management Public Company limited, with the registered office located at No. 99, Surasak Road, Silom Sub-district, Bangrak District, Bangkok. It operates the business of purchasing or accepting transfer of non-performing loans (NPLs), and non-performing assets (NPAs) for management, distribution or transfer, with the Financial Institutions Development Fund (FIDF) holding shares for 99.99%

However, the extraordinary meeting No. 1/2019, on 2 August 2019 had a resolution to approve allocation of the capital-increased ordinary shares which have been registered for approval of the registered capital increase in 2015, for not exceeding 510.0 million shares, with par value of 5.0 Baht. The Company allocated such shares to (A) initial public offering for 280.0 million shares, and (B) support over-allotment for 230.0 million shares.

Meanwhile, the company arranges the initial public offering (IPO) and registers changing paid capital of the Company with the Department of Business Development. Therefore, the total paid capital is 15,075 million Baht. The FIDF decreases the proportion of shareholding from 99.99% to 41.9%. Therefore, the company is fully a private company. Nevertheless, the company's shares were traded under the security abbreviation as "BAM" for the first time on 16 December 2019.

Significant changes and development

Significant events of the company can be summarized as follows

Month/year	Important event
January 2021	Legal Execution Department announced the cancellation of auction sales to be held in 28 Maximum Control Zones in January 2021 due to the lingering spread of COVID-19.
February 2021	BAM continuously focused on the proactive online marketing strategy and partnered with Shopee in arranging a special promotion campaign, "3.3 House/Land/Condo Festival by BAM," which was an ongoing program from the previous year.
March 2021	BAM was awarded "Thailand's Best Privatization - Bangkok Commercial Asset Management THB 30,888 billion IPO" from the ranking of Deals of the Year - Triple A Sustainable Capital Markets Country and Regional Awards 2020 in the Southeast Asian Region by The Asset, which is a reputable Hong Kong-based financial magazine. Such award was publicized on TheAsset.com and also in The Asset Magazine, January 2021 Issue. The award presentation was conducted in the form of virtual ceremony via TheAsset.com on March 18, 2021 at 5.00 PM (HKT).

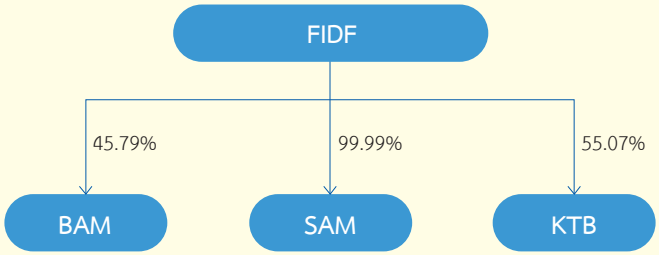
Month/year	Important event
April 2021	BAM offered its Debentures No. 1/2021 worth Baht 12,000 million on 5 and 7-8 April 2021, which received overwhelming response from investors with subscription amount reaching Baht 42,469 million or almost 3.6 times the offered amount. Bank of Ayudhya Plc. and Kasikornbank Plc. acted as the underwriters. Tris Rating Co., Ltd. affirmed credit rating of the Company and its debentures at "A-."
May 2021	• BAM prepared a property grand sale by joining forces with Union Auction Plc. in selecting more than 250 items of specially-priced attractive properties worth over Baht 600 million in prime areas across the country for sales via the online auction system of Union Auction Plc. at the starting auction price with the highest discount of more than 70% from the regular price. Registration began on May 20, 2021. • BAM received the MEA Energy Awards from the Metropolitan Electricity Authority (MEA) for energy-saving building category in the Sixth Energy Efficiency Promotion Project under the green building contest organized by MEA. The project aims to reflect efficient energy use and good air quality in a building under the concept "Good Indoor Air Quality: Standard Energy Use Index." The criteria applied in the project are MEA Index (Management of Energy Achievement Index), which was developed by MEA, and Indoor Air Quality (IAQ).
June 2021	• As regards the auction sales in Q2/2021, since the number of new COVID-19 infections remained high, Legal Execution Offices nationwide decided to postpone the auction sales during 16-31 May 2021 to 1 June 2021 and additionally held an auction sale on Saturday for public convenience and to avoid crowded settings under the measure to prevent the spread of COVID-19. • Thailand Futures Exchange (TFEX) approved BAM as a new underlying stock with tradable single stock futures, taking effect as from 7 June 2021, which allows investors to make a profit and manage risks in both bull and bear markets.
July 2021	BAM received four awards from two international institutes, consisting of 1) Best Investor Relations Thailand 2021 and 2) Best Distressed Asset Management Company Thailand 2021 from International Business Magazine Award 2021 hosted by International Business Magazine, a leading business and finance magazine based in Dubai, the United Arab Emirates, which singled out organizations whose performance met the awarding criteria; 3) Best in House Investor Relations Team - Distressed Asset Management and 4) Best Distressed Asset Management Company from International Financial Awards organized by International Finance, a leading business and finance magazine of the UK's International Finance Publications Limited. These awards are intended to honor individuals and organizations in the international financial sector who have demonstrated an outstanding performance in various fields deemed valuable to global financial business. The four awards bear testimony to BAM's capability in business operation that is recognized in the international arena.

Month/year	Important event
August 2021	BAM tapped into the e-commerce market by holding the "NPAs Sales Expo by BAM Mall" event under the theme "Visiting BAM's properties for sales anywhere and anytime, 24/7" with a selection of more than 800 attractive property items offered on such well-known platforms as DDProperty.com, Baania.com, Kaidee.com, Dotproperty.co.th, Shopee.com, and bam.co.th during 15 August - 15 September 2021.
September 2021	• BAM implemented measures to assist all customers affected by the COVID-19 pandemic, which has dampened the debt servicing ability of its debt restructuring customers and customers purchasing BAM properties. The programs included 'Make It Through the COVID-19 Crisis with BAM,' 'Happy to Have Your Home Back,' 'BAM Revitalizes Your SME Business,' 'NPA Installment Sales,' 'Affordable Condominium Sales,' etc. • BAM organized a "Hot Price Condo for All" event, offering special promotions of ready-for-move-in condo units with a monthly installment cheaper than renting, starting at only 500-2,500 Baht per month. Over 1,500 items in prime locations were placed on Kaidee.com platform with a maximum discount of 60%, an additional 20,000-Baht discount for cash purchase, and a 0% interest rate for first 12 months for installment purchase. Purchasers who make a quick payment will receive a free transfer fee worth up to 900,000 Baht and a gift voucher worth up to 100,000 Baht.
October 2021	• BAM visited and expedited inspections of customers hit by floods in many provinces in Thailand to gain insights into the problems and assess their situations. The Company stood ready to help customers on a case-by-case basis, depending on the level of flood impact on each of them. The Company also visited the affected area and donated essential items and drinking water to many communities to initially alleviate their plight. • BAM focused consistently on proactive marketing strategies through online channels by partnering with LAZADA in organizing a special campaign, "10.10 BAM x LAZADA BIG Bonus and Discounts," for which BAM selected 95 well-conditioned NPA items nationwide worth around 300 million Baht in total, including detached houses and townhouses each priced at 1 million Baht or more. This promotion lasted from 10 October to 11 November 2021.
November 2021	BAM continued to organize several sales promotion campaigns for customers looking to purchase specially-priced quality residential units or those searching for affordable units that can be renovated as they wish. The Company assigned a trust mark showing star rating for all properties to indicate their quality and conditions in order to help buyers make the right decision. The properties included detached houses, townhouses, commercial buildings, and condominium units nationwide. As for 4-star properties, over 1,000 units of houses had been renovated and made ready for move-in. Meanwhile, 3-star properties included houses that had been preliminarily fixed, suiting buyers who wish to complete renovation on their own. These properties were put up for sale during 1-30 November 2021 under the campaign "Four-Star Homes by BAM."

Month/year	Important event
December 2021	• BAM received the CAC certificate for the second year at Thailand 11th National Conference on Collective Action Against Corruption, titled "Unified Business Transparency against Corruption," conducted in the form of virtual ceremony. This could demonstrate the organization's commitment to operating business with transparency and combating corruption in all its forms under the motto, "Integrity, Transparency, Non-Solicitation and Fight against Corruption with BAM." • BAM arranged online training to expand trade partner coalition against corruption for the second consecutive year, in which 57 business partners of BAM from across the country had participated and were willing to join in the declaration of intention to fight corruption with BAM. This allows for BAM to form a powerful alliance in mutually conducting the business on a sustainable and transparent basis.

The company's shareholding structure

The company has no subsidiaries nor joint ventures. However, the company has investment in the equity in the companies listed in the stock exchange and other companies as a result of forced guarantee or debt restructuring between the debtors and the company or existing financial institutions.



Relationship with the business group of the major shareholders

The FIDF was established on 27 November 2015 according to the royal decree on amendment of the Bank of Thailand Act B.E. 2485 (1942) with objectives to provide financial aid, restore and develop Thai financial institutions to be stable and equilibrium under supervision of the BOT and the government.

In the wake of the 1997 financial crisis in Thailand, the FIDF rendered financial assistance to the troubled financial institutions and, as such, needed to hold shares in numerous financial institutions and asset management companies. As at 31 December 2021, it held shares in two asset management companies, comprising 45.79% in BAM and 99.99% in Sukhumvit Asset Management Company Limited ("SAM"), and also held 55.07% of shares in Krungthai Bank Public Company Limited ("KTB"), as illustrated in the chart below:

To prevent conflict of interest that may happen from the same major shareholder and to ensure that the company is free for operating the businesses, the FIDF approves the code of practice to prevent conflict of interests in any matter according to the letter No.For.Kor.Thor. 252/2558, dated 8 June 2015, with following details

1. Determination of transaction condition between the company and the FIDF, other major shareholders or enterprises or state enterprises that the FIDF or other major shareholders of the company are the shareholders.

To enter into a transaction between the company and the FIDF, other major shareholders or enterprises or state enterprises in which the FIDF or other major shareholders of the Company are a shareholder, it shall be subject to the Competitive, Commercial and Arm's Length.

Additionally, such transactions shall be necessary and reasonable for best interest of the company's businesses. The directors or executives having direct or indirectly interest with the company's transaction, shall not engage in considering approval of such transaction to prevent interest transfer.

The Company understands that the FIDF has a clear policy in doing transactions and implementing the company's policy fairly, as well as complying with the principles of transaction making and the company's policy in such regard.

2. Independent trading competition promotion

The company shall be independently commercially competitive for best interest of the company's business. For example, the Company shall be independent in defining interest rate, fee, service charges, sale price or property transfer acceptance, marketing policy and non-performing loan bidding etc.

3. Determination of policy for purchasing and distributing properties for the company's business operation.

The company shall have clear and independent policy for considering purchase, transfer accept or distribution of non-performing loans as well as operation of other businesses for the company's normal trade management. Additionally, the Company shall have clear standard about return pricing to have a fair price by recognizing suitability of the investment's return.

4. Determination of the company's transparent management structure causing no conflict of interest.

The Company shall have the transparent management structure with check and balance system to prevent conflict of interest according to the related laws and regulations of SEC Office and Stock Exchange.

5. Determination of mechanism in maintaining rights of shareholders for fairness

The company shall determine a mechanism to maintain rights of the shareholders of the company to gain fairness in the good corporate governance and corporate social responsibility manual. Furthermore, the company's management shall be for best interest of the company's businesses and shareholder in overall.

Generally, the company's policy amendment can be performed under approval from the board of directors. However, to maintain rights of the Company's shareholders to have more fairness, the amendment or alteration of details in the conflict of interest preventive measure for approval by majority of votes of the company's shareholders attending the meeting and having voting right.

Furthermore, the FIDF has a letter No. For.KorThor. 203/2561 about conflict of interest because of the company's shares listed in the stock exchange, dated 28 June 2018, to the company to explain the intention, policy and measures of the restoration plan in considering and operating necessary and suitable works to prevent potential conflicts of interest upon the business management and operation of the company and SAM. The FIDF affirms that throughout the time the FIDF remains the sold major shareholder and an authorized person of the Company (as defined in a notice of the Security and Exchange Commission No. Kor.Jor. 17/2551, dated 15 December 2008 (including amendment), the company has duty to comply with the principles specified in the notice of the Security and Exchange Commission issued pursuant to Section 56 of the Securities and Exchange Act.

5.1 The FIDF will not determine a guideline of business operation for the company to be a tool of operation of the government unless such operation is under the same terms and conditions as the competitive commercial and arm's length for best interest of the company and shareholders according to the company's regulation.

5.2 Throughout the time the FIDF is an authorized person of SAM, the FIDF will proceed with the management policy for SAM to operate the businesses as the state's asset management company to perform duties in resolving, developing and restoring the national economy in need. However, while the country has not encountered the economic crisis, SAM can purchase additional assets for management, and that it enables SAM to utilize potentials of personnel fully and maintain the potentials of management of non-performing loans. This will make SAM to be the mechanism of the government that is ready to manage large non-performing loans in case of the financial institutions' crisis in the future.

5.3 The FIDF as a shareholder will support the Company to have the director's structure according to a policy of the good corporate governance policy of the Company and the related resolution of the board meeting, which includes the case of the committee chairman not being an independent director. The Company will provide an independent director to jointly consider the board meeting's agenda

5.4 The FIDF will not propose and make a vote as a shareholder for the company and SAM to have a director or executive as a representative from the FIDF to be the same person.

5.5 The FIDF will not use internal information of the company's businesses to make the company lose the best interest.

The board of directors and the audit committee have duty to follow up that the policies and measures specified in the letter of the FIDF No. For.Kor.Thor. 252/2558, dated 8 June 2015 and No. For.Kor.Thor. 203/2561, dated 26 June 2018, are implemented.

Part 1

Business Operations and Performance

1 Business Operation Particulars

บสก
BAM

The company acquires and manages NPLs and NPAs, whereas the Company buys NPLs from Thai financial institutions, namely, commercial banks and other asset management companies

The company manages those NPAs by conducting surveys, oversee, improve and set advertising strategies for sale and defines marketing strategies every year to be able to adjust and match market conditions

The company manages those NPLs by negotiating the debt resteucturing with debtors, in order to find the most suitable and agreeble solution for every party



Business Operation Particulars

Overview of the business operation and revenue structure

The Company is the largest asset management Company in Thailand, considered from total assets (Data as of 30 September 2021). From the information of the Bank of Thailand, total asset in the system of the asset management companies is 254,422 million Baht. Meanwhile, the Company has total asset of 124,281 million Baht or accounted for 49%. The Company operates the business of managing NPLs and NPAs under the emergency Decree on asset management Company B.E. 2541 (1998) and under the supervision of BOT by complying with the notification of the Bank of Thailand No. SorNorSor.2/2563 regarding the criteria that asset management companies must comply, dated 3rd February 2020

The Company has the ability to acquire and manage NPLs and NPAs, whereas the Company purchases the NPLs from the financial institutions in Thailand including banks and other financial institutions and manages the NPLs by negotiation for debt restructuring with the debtors to find the most suitable agreement for every party as much as possible. Most of NPLs purchased by or transferred to the Company mostly contain guarantee as real estate, with the first mortgage registration. The Company records NPLs as loans from receivable purchase at cost price of purchase or transfer acceptance.

Additionally, the Company manages NPAs which are mostly empty lands (including real estate for agricultural purposes), hotels, commercial buildings, and residence in a type of detached house, townhouse and condominium as well as moveable properties and other securities. The Company obtains the NPAs by any methods such as negotiation with the debtors to transfer the guarantee or repayment property, foreclosure for debt settlement, and purchase of NPAs from other financial institutions directly. The Company will record the list of NPAs at price upon transfer (cost of purchase) or cost of purchase with related expenses (if any) from the Legal Execution Department or other financial institutions. Then, the Company will finally distribute the NPAs.

The Company has operating revenues from loan of receivable purchase, and revenue from NPAs, and investment in securities. The net asset mainly includes (A) assets about business of NPLs management (such as net loan from receivable purchase, net receivables, and net pending payment receivable from auction) and (B) assets regarding the business of NPAs management (such as net investment in securities, net debtor by installment, NPAs and advance payment for property purchase fees and others).

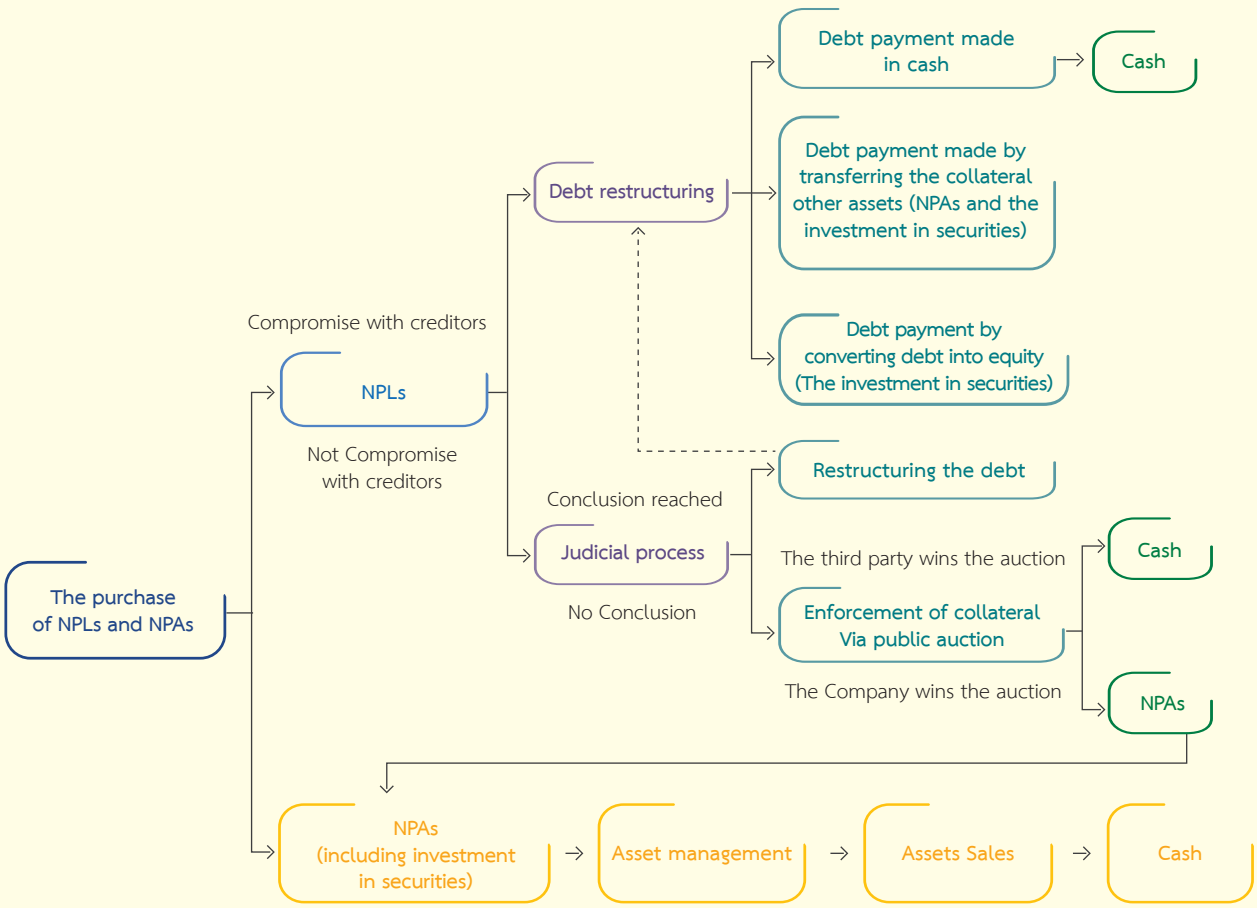


The Company has the head office located in Bangkok, and at present, (as of 31 December 2021), it has 26 branch offices nationwide with about 1,300 employees. These help the Company to (A) provide services to customers nationwide, (B) respond the customer's need in each region. Having its branch offices in every region around the country enables the Company to have knowledge and understanding about environments and market condition and to manage the NPLs and NPAs in each region effectively.

The Company believes that one of competitive advantages of the Company is expertise in negotiation for debt restructuring, distribution of NPAs and property value appraisal because the Company's executives are experienced in the asset management business for long time. Moreover, the Company has branch networks all over the country, which help the Company to win a bidding for NPLs and NPAs at reasonable price, and to maintain profitability. Normally, the Company engages in the bidding for NPLs and NPAs when they are put on tender. The Company has good relationship with many financial institutions nationwide, which increases the opportunity to purchase the NPLs, especially for NPLs with collateral as real estate and NPAs.

The Company's business operation can be divided into 2 main business groups including (A) NPLs management business and (B) NPAs management business.

This chart shows general work procedures about main businesses of the Company



The Company's Income Structure

	2020	
	Baht (in millions)	Percent
NPLs management business		
Interest income[1]	9,369.30	70.41
Other operating income[2]	74.54	0.56
Total income from NPLs management business	9,443.84	70.97
NPAs management business		
Interest income[3]	114.88	0.86
Gain on sale of properties for sale	2,963.17	22.27
Gain (loss) of investment in securities	-	0.00
Gain on installment sales	689.90	5.19
Other income[4]	25.82	0.19
Total income from NPAs management business	**3,793.77**	**28.51**
Other income[5]	68.63	0.52
Total income	**13,306.24**	**100.00**

Remark

1 The interest income from loans purchased" and "gain on loans purchased" were re-classified and combined, and now depicted as "the interest income from loans purchased". Therefore, after the reclassification, "the profits from loans purchased" will become an integral part of the interest income, depicted in the audited - interim financial statement.

2 Other incomes from NPLs management business are, including, (a) the excessive amount paid by debtors, in which the Company is unable to contact and return the surplus to said debtors, and (b) the amount paid in advance by the Company on the debtor's behalf, in which the Company thereafter receives from the court, after the debtor pays the debt and closes his account.

3 The interest incomes from NPAs management business are, including, the interest income from NPAs sales made in installment payment and the interest income from the held to maturity securities.

4 Other incomes from NPAs management business are, including, (a) the dividend received from investment in securities, (b) rental income, (c) profits from the repossession of NPAs sold under the installment payment, and (d) other incomes from the violation of asset purchase and sales agreement.

5 Other incomes are, including, (a) interest income from the deposit in financial institutions, (b) the profits from the selling of the Company's assets, and (c) other incomes.

Business operation by product line

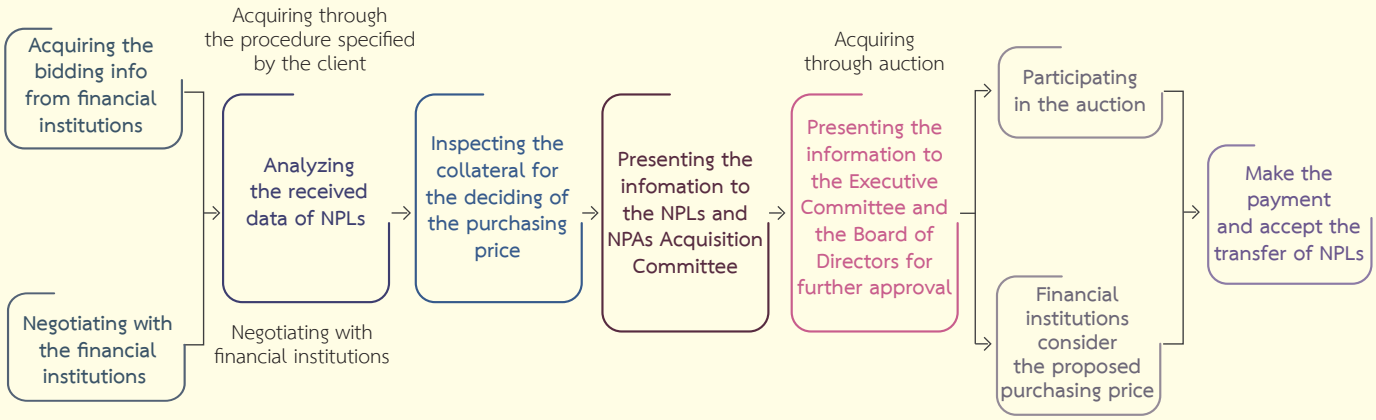
Product or service

NPLs acquisition and management

The Company purchases NPLs from other financial institutions in Thailand and manages, negotiates and restructures debts in any methods with goals to add values to the cost of the NPLs. Once acquired, the Company will record as loan from receivable purchase at cost price of purchase.

(A) Acquisition, inspection management and guarantee enforcement

The following flow chart depicts the process of acquiring, inspecting, and evaluating the Company's NPLs and payment.

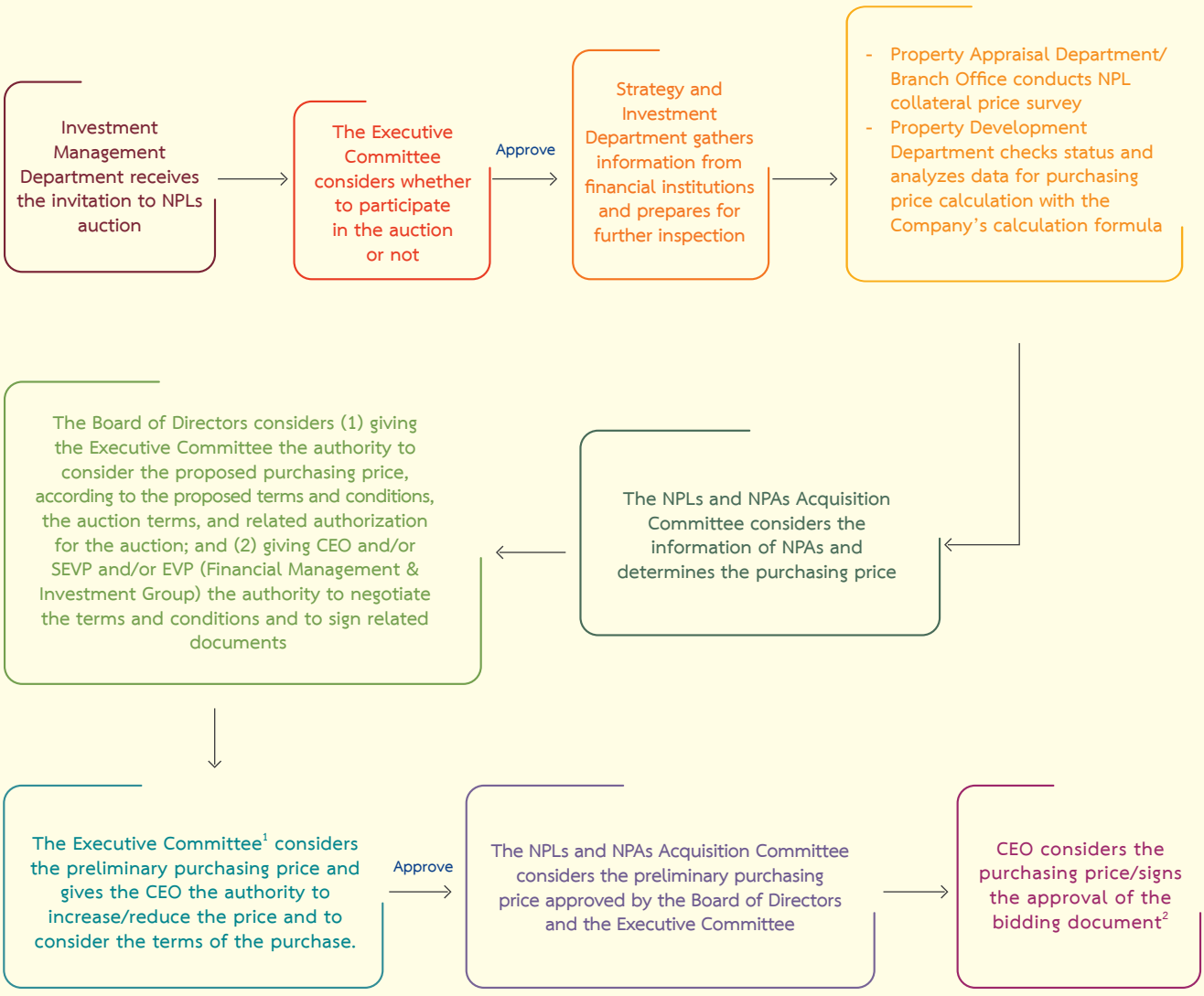


(1) NPLs acquisition

The Company finds an opportunity to purchase the NPLs from financial institutions in the country regularly. Mostly, the Company will purchase the NPLs through bidding and sometimes through negotiation with the financial institutions directly.



The following flow chart depicts the process of acquiring of NPLs from financial institutions



Note:
1 For the case where the auction day is long time away from the meeting date of the Board of Directors, the Board of Directors will give the Executive Committee the authority to consider the purchasing price, as well as the terms and conditions of the auction; in order to improve the overall flexibility of the operation. In such a case, the Executive Committee will give the President the authority to consider the purchasing price/ sign the approval of the bidding document.
2 The final purchasing price presented to the Chief Executive Officer must be considered by the NPLs and NPAs Acquisition Committee.

The Company will consider purchasing the NPLs from the financial institutions whether by direct negotiation with the financial institutions or through joining bidding for NPLs distributed by the financial institutions, after receiving information or from registration to join the bidding and receiving the bidding envelope from the financial institutions. Then, the Company will evaluate the NPLs by considering if such NPLs contain collaterals or not. The Company focuses on purchasing secured NPLs with guarantee as real estate. However, in case of purchase of NPLs from the financial institutions, the Company will purchase the NPLs after negotiation with the seller's financial institution.

Furthermore, the Company maintains good relationship with the domestic financial institutions as a channel to keep updated about news and information from the financial institutions closely.

(2) Inspection, property appraisal and payment

When a financial institution distributes NPLs in form of bidding or direct sale negotiation with the Company, the Company will sign in a non-disclosure agreement with the related financial institution before receiving the document with information of the offered NPLs. The Company will use such information to check the status and appraise the collaterals of the NPLs before purchase.

Due diligence process of the Company includes the related loan document examination and additional inquiry from the vendors as well as surveying and verifying the price of collaterals of the NPLs in support of the purchase. The Company utilizes the network of branch offices nationwide, that normally, the officers at a branch office near the collateral of such NPLs will gather information to survey the collateral of the NPLs before presenting the survey result and price to the working group for non-performing loans (NPLs) and non-performing asset (NPAs) purchase from the financial institutions. After the Committee for non-performing loans (NPLs) and non-performing assets (NPAs) purchase from the financial institutions considers information and purchase pricing, it will present to the Executive Committee and Board of Directors to approve the NPLs purchase price.

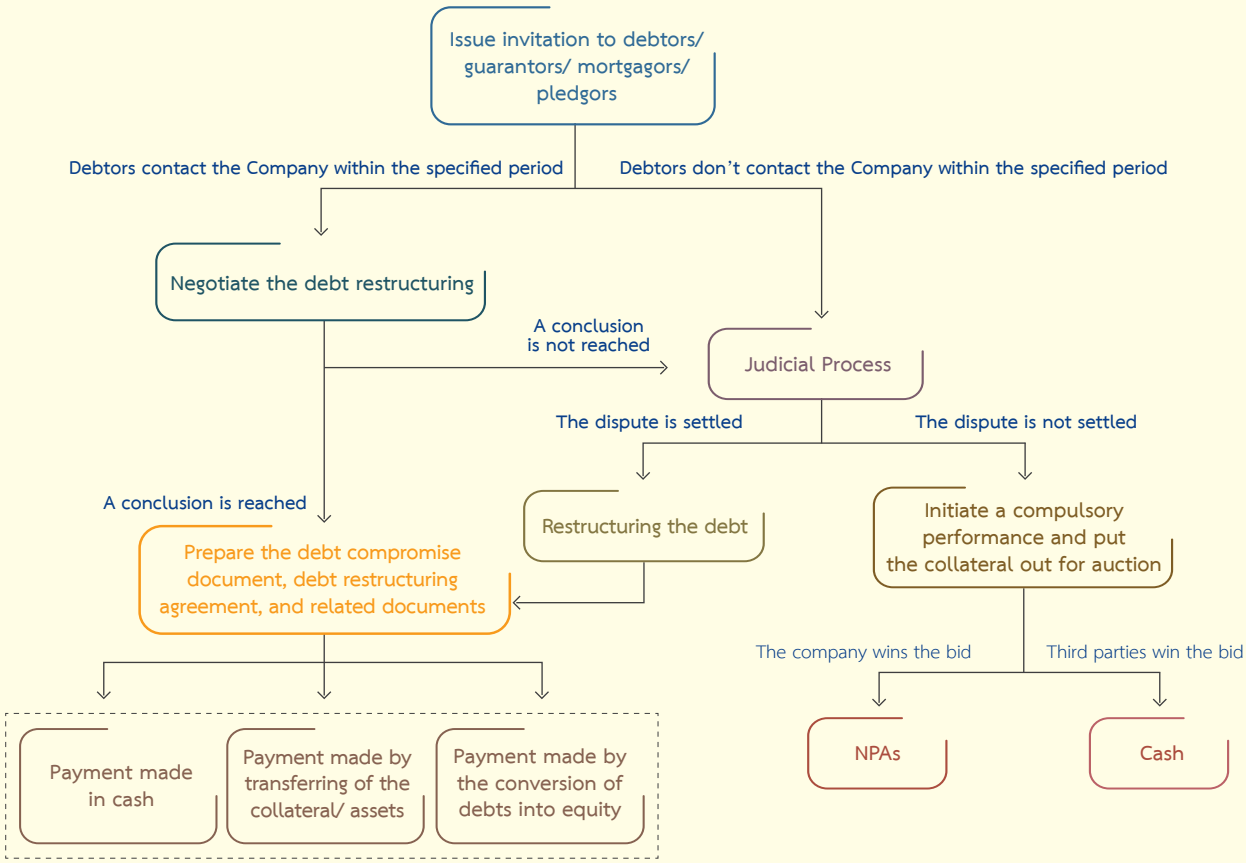
Generally, the Company defines the bidding price or proposed price of NPLs from various factors such as expected cash flow that the Company will receive from the NPLs in the future, collateral value, and record of debtors etc. Furthermore, for suitable pricing, the Company considers the status of legal execution process as well as legal validity, business type, occupation of the debtors, and existence of the collaterals for such debts. When the investment team quotes the purchase price of NPLs and NPAs from the financial institutions, the Committee will present the price to the Executive Committee and the Board of Directors for further approval. Nevertheless, joining the bidding or purchasing NPLs shall be approved by the Executive Committee and Board of Directors by recognizing suitability of the return rate of investment and risk.

The Company pays for NPLs acquired from financial institutions in cash, using the cash generated from its operation, and from issuing the promissory notes, taking out a loan, and issuing debentures. In order to choose its source of funding, the Company will consider the cost of capital and its general liquidity. If the Company considers the choice of issuing the promissory notes, the term of the promissory notes will be subjected to the commercial agreement.

Normally, after signing an agreement for NPLs purchase, the Company will have a period to verify claiming rights and collaterals and has the right to return the NPLs to the seller in case of some incomplete conditions such as not receiving the certificate of ownership required for initiating the legal process against debtors or not delivering the collaterals completely. These conditions may be different for each agreement in the past. The Company used to make an agreement with the NPLs vendors about sharing of profit from NPLs management. However, the Company has no obligation in such manner at present.

(3) Debt restructuring

The following flow chart depicts the Company's process for NPLs management and debt restructuring



When the Company purchases the NPLs from the financial institutions, the Company will contact the debtors, guarantors, pledgers and mortgagers of the Company's ownership of the debts.

When the Company contacts the debtors, it will invite the debtors into negotiation with the Company to enter the debt restructuring process. In case of not being able to reach the debtors, the guarantors, mortgagors, and pledgors, the Company will enter the court proceedings with such debtors. For debtors with incompleted debt restructuring, the debt restructuring process will be carried out together with the court proceedings to create the condition of collateral foreclosure with objectives to reduce the operating time for debt settlement.

For debt restructuring, the Company will evaluate the collaterals and repayment ability of the debtors. The Company considers various factors such as salary, occupation, business type and existence of the such debt guarantee. Furthermore, the Company will consider options in the debt restructuring process which includes A) agreement on debt settlement by adjusting conditions of repayment such as extending term of debt settlement, reducing interest rate and/or principal amount, (B) transferring collateral/ repayment property and (C) the conversion of debts into equity. These are the methods the Company uses in the debt restructuring process depending on repayment ability of each debtor.

In the negotiation for debt restructuring as mentioned, the Company focuses on reducing time of receiving cash flow from the NPLs as soon as possible, whereas that the Company tries to achieve the agreement with the debtors as soon as possible.

If the Company and the debtors can reach an agreement about debt restructuring, the Company will enter into the debt restructuring agreement with the debtors to define debt settlement term, debt values payable, debt repayment methods and agreements about collaterals and guarantees. Such debt restructuring agreement shall be audited and approved according to the regulations in the Company; nevertheless, if the debtors are unable to pay debts despite debt restructuring, the Company may negotiate with the debtors for additional debt restructuring.

Moreover, the Company also initiates a project known as "Sukjai Dai Ban Khuen" (pleased to have your home back), which provide an alternative for compromising with debtors, whereas the Company gives an opportunity to debtors, who haven't been placed under the final receivership order, to reclaim their homes. For debtors to be eligible to participate in the project, the principal must not exceed Baht 10.0 million. The debtor will be given with the choice of one-time payment, whereas the debtors must pay the entire principal within 90 days, or the choice of installment payment, for a period of 20 years, at the rate of 80.0 percent of the assets' price, appraised under the Company's provision. The Company also continuously initiates other projects that aim to help debtors of NPLs, such as the "BAM Chuai Lod Phue Plod Nee" (BAM, Reduce to release debts), a project that aims to give an opportunity to debtors, who haven't been placed under the final receivership order and do not have any other assets that can be use for the settlement, to pay their nonguaranteed debts, for the case where the principal must not exceed Baht 3.0 million. The debtors will have the choice of one-time payment, to pay the entire principal within 90 days, at the rate of 10.0 percent of the principal; or the choice of installment payment, for a repayment period of 3 years and at the rate of 15.0 percent of the outstanding principal, without any interest. The Company also initiates a project known as "BAM Chuai Fuen Khuen Turakij" (BAM, Revitalize your Business), a project aims to give an opportunity to the Company's debtors, whether those of natural persons or juristic persons, that haven't been placed under the final receivership order, who do not have any assets that can be used for the settlement, with the principal debt not exceeding Baht 20.0 million, the choice of one-time payment, within 90 days, or to pay in installments within 10 years, at the rate of 80 percent of the asset's price appraised under the Company's provision. Besides helping honest debtors to relieve their debts and reclaim their collaterals, these projects arranged by the Company also allow the Company to gain an additional cash flow from the repayment or the repayment in installment from the debt restructuring. These projects are also subjected to other terms and conditions specified by the Company.

In the wake of the COVID-19 pandemic which has hard hit the economy and society, the Company is concerned about the debt restructuring customers and customers purchasing NPAs with installment payments that have been affected by this crisis, thereby denting their ability to pay. To help alleviate their difficulties, the Company has issued relief measures to assist its debt restructuring customers, which are retail and SME customers, and customers purchasing NPAs with installment payments, consisting of three measures that match the impacts on them, as follows:

1. Suspension of principal and interest payments;
2. Suspension of principal and interest payments and, after that, payment of interest only; and
3. Suspension of principal repayments (payment of interest only).

From the initial stage of the COVID-19 outbreak up to the present, the Company has assisted, as deemed appropriate, every and all of the debt restructuring customers and customers purchasing NPAs with installment payments who have requested a relaxation of the conditions due to the impacts from such crisis. Apart from these customers, the customers who have never contacted the Company for debt restructuring because they are not yet ready or are hit by the situation can seek a preliminary negotiation for relief measures to ease their burden on the overdue debts.

At the same time, the Company has provided aids to flood-stricken customers in several parts of Thailand by assigning the regional offices to rush to the areas and identify the severity of troubles and impacts faced by both the debt restructuring customers and the customers purchasing NPAs with installment payments and then to report those customers' problems to the Head Office for further assessment and rendering of urgent assistance to them. Customers affected by such incident would be granted the debt repayment assistance on a case-by-case basis to help alleviate their troubles caused by such incident.

The Company believes that 20 years experience in NPLs management and debt restructuring along with sufficient potentials of the Company will enable the Company to restructure debts properly and effectively. However, if the negotiation for debt restructuring is not successful, the Company may exercise legal right for guarantee foreclosure from the debtors.

(4) Service channels

Debtors of NPLs of the Company will receive a document with barcode and QR code identification of each debtor for payment through different channels of the Company. The Company's debtors can make payment to the Company through various service channels such as (A) payment with counter service at 7-Eleven, (B) Payment at a branch of large commercial banks all over the country and (C) payment at the Company's office or branch offices, and (d) payment by scanning QR code to transfer the amount to the Company's account.

(5) Debt repayment default management

The Company follows up and controls the term of debt repayment under the conditions of debt restructuring agreement and the debtor's repayment history (Aging), in order to allow the Company to manage and ensure the constant cash flow. The Company will negotiate debt restructuring together with maintaining legal rights in such NPLs.

If the debtors are unable to repay their debt according to the conditions of debt restructuring agreement, the Company can choose to readjust the terms and conditions of the debt restructuring agreement or initiate judicial process. However, normally, the Company considers 2 options including making an adjustment the debt restructuring while engaging in the judicial process. As the Company aims to manage debt repayment default that allows the Company to receive the cash flow from NPLs as soon as possible, mostly, the Company tries to readjust the debt restructuring's terms and conditions to have a resolution before litigation because the debt restructuring has (A) faster payment collection process and (B) lower operating expenses compared with the judicial process.

(6) Enforcement

Before deciding to enforce NPLs and foreclose on the collaterals underlying NPLs, the Company normally considers a number of factors before decision to exercise legal rights. These factors are, including, the time required for the collection of the cash flow from NPLs, related expenses involved with the enforcement process, related risks from the judicial process, and the applicable statue of limitations on period of enforcement.

After receiving the NPLs from the financial institutions, in case the financial institutions initiate judicial process, the Company will exercise right as a litigant in the case instead of the financial institution transferring the NPLs to the Company as the plaintiff in the case being under hearing of the court, or as a creditor by judgment in case the court already has the decision. Nevertheless, it is according to the AMC Decree to force by the Company's transferred rights. In this case, the Company files an application to the court to exercise that right, and the court will hear that petition. In case of objection, the Company's right exercising process will be delayed.

After the court issues a ruling, whether for the case where the Company is the original plaintiff or the case where the Company assumes the right as a creditor, under the court's ruling, and after the Company enforces the debt and foreclose on any collateral, the collateral will be put on sale by public auction for repayment of debt in which the Company typically participate.

In case the Company is a plaintiff or the court allows the Company to be subrogated to the right of the judgment creditor, the Company will join the auction as a person to deduct receivables, and if winning the bidding, the legal execution officer will make a report of receivables deduction to the Company to realize whether, as the property buyer with rights to deduct receivables, additional payment shall be made. The legal execution officer will send a warrant to the Company to receive the right document for registration of the purchased property's ownership, and make additional payment (if any) (in case of payment on the agreement date not adequate to payment of expenses). The Company will receive the right document to register accepting the purchased property's ownership transfer. After that, the legal execution officer will make a statement of revenue-expense delivered to stakeholders to show the list of expenses and inform debt cause on the basis of remaining right (remaining debts according to the judgment). Nevertheless, if the auction price is more than remaining debts, the plaintiff or the creditor by judgment has right to receive debt settlement from the legal execution as the court has judgment for winning the case.

However, if the Company is not allowed to be subrogated to the right as the creditor by judgment or mortgagee creditor, the Company needs to join the auction as a third party. If winning the auction, the Company needs to make payment at price as the Company bids along with other expenses, and then receives the right document as well as relevant documents for registration of the ownership transfer acceptance. However, the Legal Execution Department will reimburse amount that the Company makes advance payment when bidding to purchase the properties to the Company after the Company finishes exercising such right.

In case a third party wins the auction, the Company may request payment from the auction provided that the Company shall prepare related documents as well as a copy of court order for right exercising, submitted to the Legal Execution Department to make the statement of revenue-expense ("Revenue-expense statement"). The Legal Execution Department may consider requesting the Company to deliver additional documents before submitting the revenue-expense statement. When the Company receives payment, the particulars of receivable from auctioning will be reversed.

However, the period for submitting the revenue-expense statement of the legal Execution Department depends on various factors. For example, if a request is submitted for the cancellation of the auction, or there is any objection to cash receiving a payment account, the Legal Execution Department shall wait for the final decision of the court in such case before providing the revenue-expense statement to the Company. If a debtor is prosecuted in a bankruptcy case, the payment receipt system of the Company may be delayed as the Legal Execution Department needs to wait for the Bankruptcy Court to proceed in the bankruptcy case completely according to such case first. The Legal Execution Department thus can start providing revenue-expense statement for the Company. Nevertheless, the Company has a process to follow up the receivables from auctioning continuously by providing the registration of the receivables from auctioning with regular tracking system.

Also, the minimum repayment the Company able to recover from the collateral in an auction side is the lowest of (a) the auction price (less expenses), (b) the original mortgage value that the amount secured by the collateral under the mortgage agreement (that can be higher or lower than the outstanding amount of the debt and/ or the auction price), and (c) the outstanding amount of debt payable regarding the claim.

Moreover, the Company constantly monitors the outcome of its investment, which is a function of the Assets and liabilities Management Committee, who, in turn, report the outcome to the Executive Committee and/ or the Board of Directors, for the result of the Company's investment portfolios. The information provided herein will be used as factors for the consideration of acquiring other investment portfolios in the future.

(B) Types and the quality of NPLs

(1) Types of NPLs can be categorized by the debt restructuring agreement with the debtors. The Company's NPLs, therefore, can be categorized into 2 types, namely (a) NPLs with a debt restructuring agreement or a compromising contract, and (b) NPLs without a debt restructuring agreement or a compromising contract

Types of NPLs with a debt restructuring agreement and NPLs without a debt restructuring agreement

Unit: Baht (in millions)

	2021			
	Debt amounts under original agreements (right obligations)	Loans purchased of receivables (equity obligations)	Collateral value before discount according to the Company's criteria*	Collateral value of the Company portion
Loans purchased of receivables with debt restructuring				
- 0 - 1 month overdue	12,357	6,669	23,175	11,614
- Overdue 1 – 3 months	2,583	1,674	4,471	2,534
- Overdue 3 – 6 months	1,050	674	2,750	1,025
- Overdue more than 6 months	700	238	868	352
Total	**16,690**	**9,255**	**31,264**	**15,525**
Loans purchased of receivables without debt restructuring	466,550	72,423	153,531	116,877
Total	**466,550**	**72,423**	**153,531**	**116,877**
Grand Total	**483,240**	**81,678**	**184,795**	**132,402**

* These numbers are calculated based on the latest appraised price provided by the Appraisal Committee (even for the case where there are more than 3 years of appraised prices available). On the other hand, if the collaterals had been auctioned and bought, the purchased price after the estimated expenses will be used for the calculation instead. The value of the collaterals will be based on the appraised price first, before considering the debt obligation under the accrual basis that the company has with debtors, and before considering of the underlying collateral.

** These numbers are calculated by using the value of collaterals after the discount, specified under BOT's provision. The value of collaterals will not be used for the case where there are more than 3 years of appraised prices available, after the approval date of the appraised prices. On the other hand, if the collaterals had been auctioned and bought, the purchased price after the estimated expenses will be used for the calculation instead. The value of the underlying collateral will be based on the appraised price first, before considering the debt obligation under the accrual basis that the Company has with debtors, and before considering of the underlying collateral.

(2) The following table summarizes the loans purchased of receivables and accrued interest receivables classified by classification were as follows:

Unit: Baht (in millions)

	2021	
	Loans purchased of receivables and accrued interest receivables	Allowance for expected credit losses
Purchased or originated credit-impaired financial assets	91,256	17,850
Total	91,256	17,850

Also, in order to ensure the efficiency of the Company's operation, the 12/2019 Board of Directors' Meeting, which was convened on July 23, 2019, approved the approval criterion for the depletion of the loans purchased of debtors as the bad debt from the loans account. The process can be summarized, as follow.

- For the case of nonguaranteed debtors.

The Company may deplete bad debt from the loans account only when:

- The Company is unable to exercise its legal claiming right against the debtor, on the credit provided for purchasing of debtors, no matter how much is the total debt under the original agreement (the debt obligation under the accrual basis, including other expenses). The Company will request the approval for depleting the bad debt within the next accounting period after the transferring date of the credit provide for purchasing of such debtors.
- The debtors of credit provided for purchasing of such debtors, with the total debt under the original agreement of fewer than 100,000 Baht, whereas: (1) the Company spends an appropriate amount of effort and time to collect the debt and deems that it is no longer worth the expense to use the judicial process against such debtors; (2) debtors are dead or missing, and there is no other asset that can be use for the settlement; or (3) the debtors go out of business and there are other preferential creditors, whereas their total debts exceed the total assets of such a debtor. For this case, the Company will request the approval for no further legal proceedings, the termination of debt collection, and deplete the bad debt within the current accounting period.
- The debtors that after the legal proceedings are initiated: (1) in the Civil Court, the court has issued the ruling but the debtors do not have any asset that can be used for the settlement; or for the case of bankruptcy, whereas the court issues a compromising order or the court orders the debtor to be bankrupt and the primary distribution of the debtor's assets is complete. (2) The Company spends an appropriate amount of effort and time to collect the debt and fails to collect the debt. (3) After the investigation for legal execution, no other assets that can be used for the settlement are found.

For this case, the Company will request the approval for depleting the bad debt within the current accounting period.

- For the case of guaranteed debtors

The Company may deplete bad debt from the account receivable only when:

- The legal proceedings are complete for debtors, in which: (1) in the Civil Court, the final judgment is issued and the Company submits the request for distributed share of the settlement or request for the preferential settlement, for the case where there are multiple creditors; (2) for the case of bankruptcy, whereas the court issues a compromising order or the court orders the debtor to be bankrupt and the primary distribution of the debtor's assets is complete.
- The Company spends an appropriate amount of effort and time to collect the debt and fails to collect the debt.
- After the investigation for legal execution, no other assets that can be used for the settlement are found.
- The legal execution for collateral enforcement and auction is complete and the debt was partially settled by the cash flow generated herein.

For this case, the Company will request the approval for depleting the bad debt within the current accounting period.

(3) Types of NPLs categorized by collaterals types

Most of NPLs bought by the Company are guaranteed by collaterals most of which are real estate properties of higher appraised prices than the cost of NPLs. In most cases, the Company has the preferential right for the settlement out of the enforcement of those collaterals. However, in the past, the Company also bought nonguaranteed NPLs, for example, credit card debtors. This is because back then, the Company believed that such a type of NPLs would provide a good business opportunity. Anyway, the Company may, from times to times, buy more nonguaranteed NPLs in the future. Besides those nonguaranteed NPLs already acquired by the Company, the Company still has some nonguaranteed NPLs left and these nonguaranteed NPLs still have some book values. The remaining book values are the result of several causes, for example, debtors may already transferred all of their available collaterals to the Company, or the Company may already sold the collaterals of those NPLs by auction, at the auction prices that are lower than the book values of those NPLs. In this case, the Company will record the allowance for the doubtful debt of nonguaranteed NPLs at the same value as the remaining book value, after the settlement by the transferring or selling of collaterals of those NPLs. The details of collaterals and types of NPLs categorized by collaterals types are, as follows.

	Loan purchased
	2021
Types of collaterals	*Baht (in millions)*
Credit provided for purchasing of debtors with debts guaranteed by real estate properties	64,636.6
Credit provided for purchasing of debtors with debts guaranteed by real estate properties and other collaterals	11,890.8
Credit provided for purchasing of debtors with debts guaranteed by other collaterals	500.9
Credit provided for purchasing of debtors with non-guaranteed debts[1]	4,649.8
Total	**81,678.1**

Remark [1] Most of the loans purchased with nonguaranteed debts are the result of: debtors may already transferred all of their available collaterals to the Company; or the Company may already sold the collaterals of those NPLs by auction, at the auction prices that are lower than the book values of the remaining credit provides for purchasing of debtors.

	Amount of outstanding loan or Debt restructuring contracts
	2021
Size of outstanding amount of loan or. Debt restructuring contracts (Liability on accrual basis on financial statement)	*Baht (in millions)*
Less than Baht 1 million	18,525.1
Baht 1-5 million	65,422.9
Baht 5-10 million	31,314.8
Baht 10-50 million	73,282.1
Baht 50-100 million	37,905.8
Baht 100-500 million	114,133.4
More than Baht 500 million	142,656.3
Total	**483,240.4**

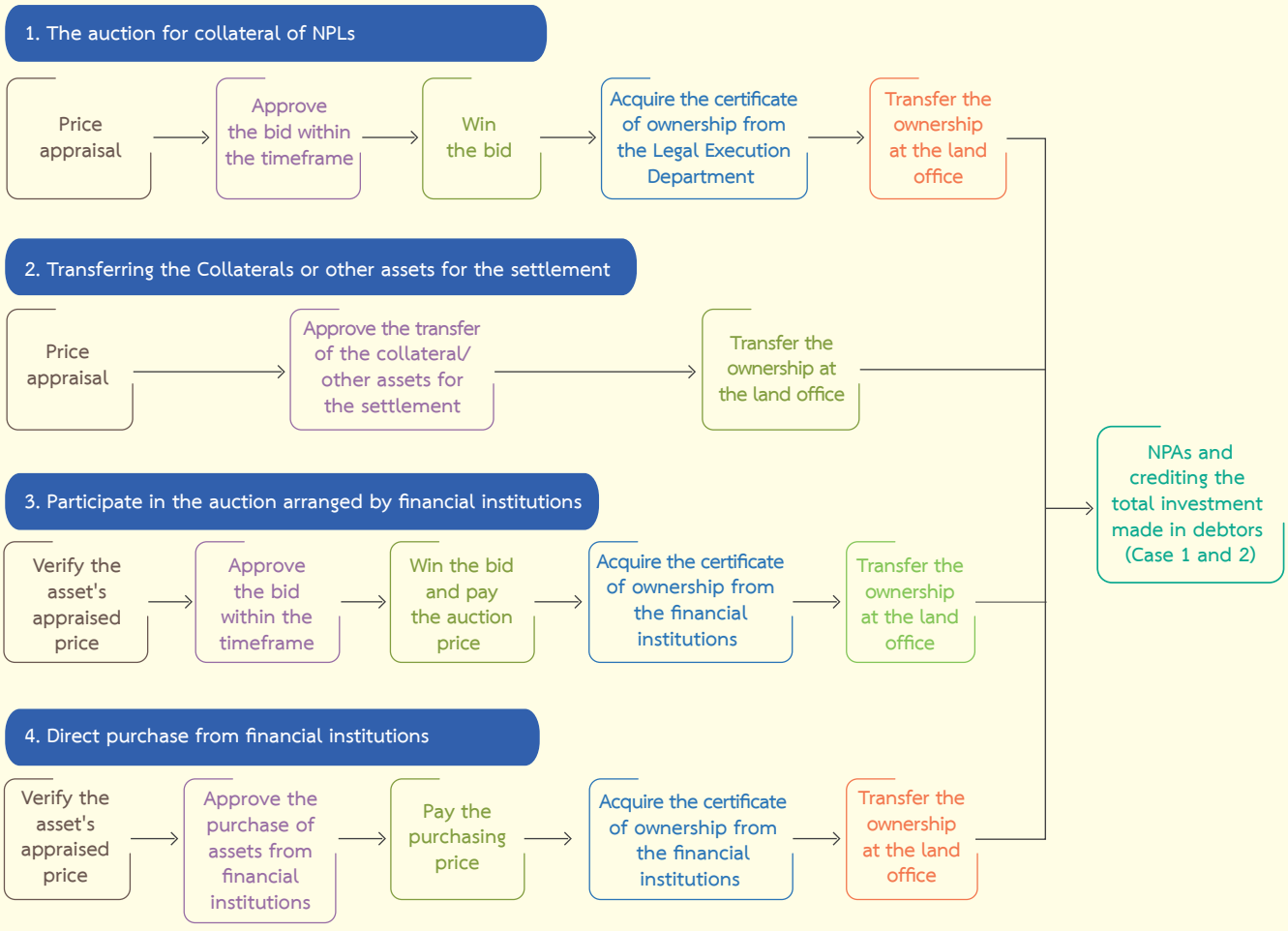
NPAs acquisition and management

(A) NPAs acquisition, management, and sales

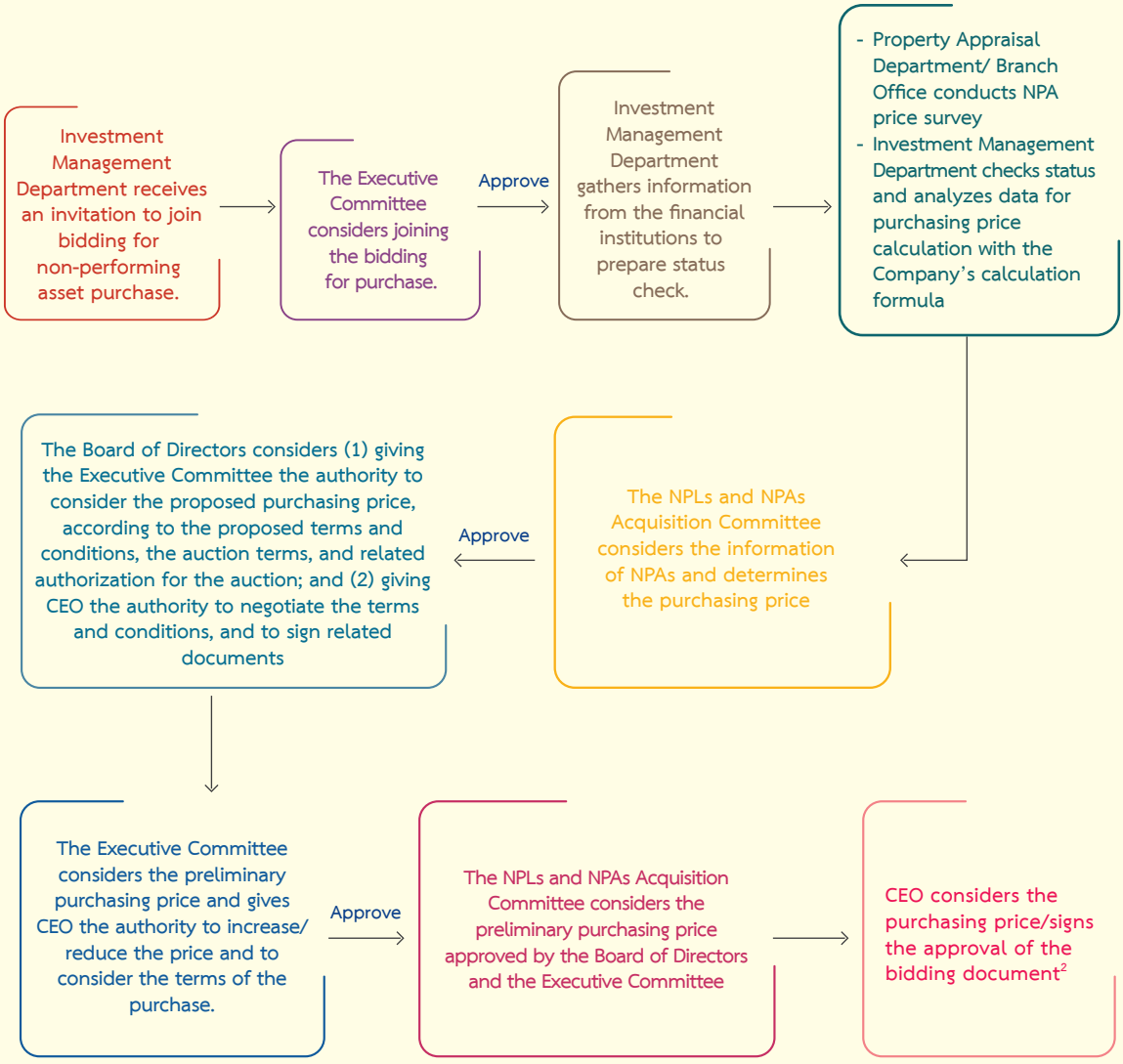
(1) NPAs acquisition

The Company acquires NPAs through various channels, for example, by participating in the auction of NPLs that the Company had previously managed before they were put out to auction, transferring of the collaterals or other assets of debtors with NPLs for the settlement, and the purchasing of NPAs from financial institutions, whether through the auction or through a direct negotiation with financial institutions.

The following flow chart depicts the procedure for NPAs acquisition through various channels.



The following flow chart depicts the procedure for the auction of NPAs from financial institutions.



Note: [1] For the case where the auction day is too far away from the meeting date of the Board of Directors, the Board of Directors will give the Executive Committee the authority to consider the purchasing price, as well as the terms and conditions of the auction; in order to improve the overall flexibility of the operation. In such a case, the Executive Unit: Baht (in millions) will give the President the authority to consider the purchasing price/sign the approval of the bidding document.

[2] The final purchasing price presented to Chief Executive Officer must be considered by the NPLs and NPAs Acquisition Committee.

In order to determine the price for bidding of NPAs, the Company will consider several factors, for example, obligation of NPAs (if any), the assets' value as determined by the Legal Execution Department, the Company's internally appraised price, etc.

The following table depicts the sources of NPAs.

Baht (in millions)

	2021			
	Auction from financial institution	Transferring of collaterals/ other assets for the settlement	Unused branches	Total
Real estate property				
At the beginning of the year	6,046	30,195	41	36,282
Increase	33	6,210	-	6,243
Decrease	(755)	(4,178)	-	(4,933)
At the end of the year	5,324	32,227	41	37,592
Movable property				
At the beginning of the year	4	353	-	357
Increase	-	43	-	43
At the end of the year	4	396	-	400
Total year-end balance	5,328	32,623	41	37,992
Less Adjusting of NPAs' values				(7,817)
Less Allowance for impairment loss				(509)
NPAs - net				29,666

The Company has many NPAs around the country, for example, vacant land (including the real estate properties used for agriculture), hotels, commercial properties, residential properties such as single-houses, townhouses, and condominiums, etc.

(2) NPAs management (including maintenance and renovation)

The Company will inspect all NPAs that it acquires, in order to determine the necessity for renovation or maintenance of said assets. The Company relies on its expertise in NPAs management business for this task. Also, the decision for investing money in the renovation of NPAs depends on the general condition of such assets and the worthiness of the investment.

After acquiring NPAs, the Company will send a team to evaluate the value of such NPAs one more time.

This is because during this period, the Company has the legal right to more thoroughly inspect NPAs.

If the after the evaluation the Company deems that no maintenance or renovation is required, the Company will initiate the sales process of those NPAs immediately. On the other hand, if maintenance or renovation is required, the Company will renovate or repair such NPAs before initiating the sales process.

For the evaluation of the appropriate renovation or maintenance of NPAs, the Company will consider the potential return on investment of such NPAs, the general condition of the market, and the expected expense for the renovation or maintenance. The Company may decide to conduct the maintenance or renovation if it deems that the increased value of NPAs will exceed the required cost of renovation or maintenance, or if the renovation or maintenance will allow the Company to sell those NPAs faster. Moreover, the Company may complete the unfinished real property project (the Company will not be able to develop or to initiate a new construction project on the vacant land, in accordance with the prohibitions of the AMC Decree. Also, for some NPAs, the Company may put them out for a short-term lease (for a lease term of under 1 year) while the Company is unable to sell those assets.

Moreover, the Company may also initiate other operations that are related to the asset management, in order to maintain those assets. For example, hiring security guards and renovating the assets appropriately, etc. The Company's Sales Management Department and Regional Loan Restructuring and Sales Department will inspect these NPAs every 3 months, in order to determine the necessity of maintenance or development and to maintain the property right of the Company's in the NPAs, according to the law.

(3) NPAs sales

The Company has many NPAs around the country, for example, vacant land (including the real estate properties used for agriculture), hotels, commercial properties, residential properties such as single-houses, townhouses, and condominiums, etc. And for this, the Company appoints teams of experts in various types of assets located around the country. The Company believes that such categorization of NPAs will allow the Company to precisely determine its targeted customers and to sell those NPAs faster, at more appropriate prices. Moreover, doing so benefits the Company from their employees' expertise in the management of specific types of assets.

After the Company receives the transfer of ownership in NPAs, the Company will survey those NPAs and determines the appropriate advertising strategies for those NPAs. The Company markets its products through various methods, for example, (1) sales promotional activities, (2) arranging Assets Expos in Bangkok and other regions around the country, and (3) promoting through domestic media, as well as setting up the advertisement billboard at the location of the assets. Moreover, the Company implements mobile phone applications and social media in its NPAs marketing, and readjusts its marketing strategy on a yearly basis in order to adapt its effort with customer behaviors. Moreover, having its head office and branch offices, in a total of 26 offices around the country allows the Company to access the information about the market and customers' demands and, as a result, allows the Company to sell NPAs at appropriate prices.

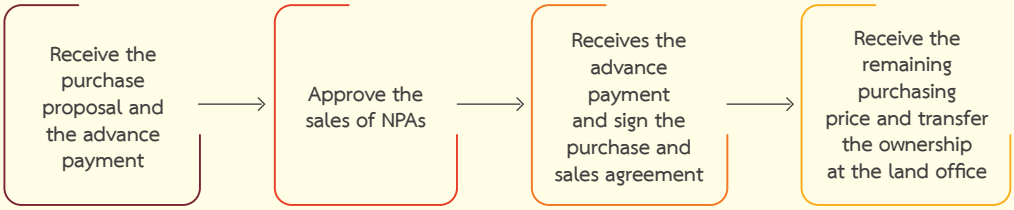
The Company categorizes its NPAs and aims to sell those NPAs to the targeted customers for each specific type of NPAs, namely, real estate developers, investors, and other customers. In the event where there is more than 1 buyer for any piece of NPAs, the Company will arrange an auction, in order to get the best price and to ensure the transparency. Moreover, the Company arranges promotional activities and booths in various expos around the country, for over 100 times a year, in order to ensure maximum reach to its targeted customers.

Most of the time, the Company sells NPAs in cash, whereas the Company and buyer will enter into a purchase and sales agreement. The buyer will pay partial advances to the Company and then pays the remaining purchasing price specified in the agreement on the ownership transferring date, at the land office.

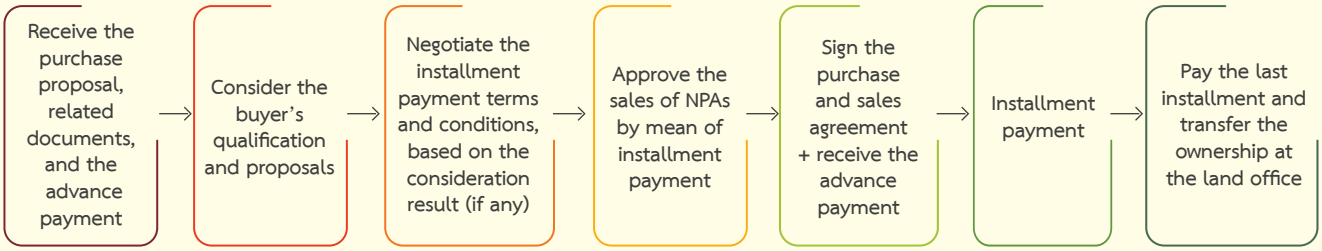
Moreover, the Company also provides an asset purchase in installment payment program. The program gives opportunity to smaller customers, who don't have the access to the credit provided by financial institutions, for purchasing of assets with the price lower than Baht 3.0 million. Customers may purchase the asset with the installment payment for a total amount lower than Baht 2.0 million. Also, for other special cases, for example, for the case of expensive NPAs or the original debtors want to buy back NPAs; the Company may approve them to buy NPAs under the installment payment program. For this case, the ownership in the NPAs will be transferred to the buyers after the final installment is paid and all the related operations with the land office are complete.

The following flow chart depicts the process for NPAs sales

Sales in cash



Sales in installment payment



Furthermore, the Company has a plan to follow up overall return on investment regularly by the working group for asset and liability management, and present the result to the executive committee and/ or board of directors to acknowledge the performance of each investment portfolio of the Company to be a factor of consideration for further portfolio purchase in the future.

(B) Type of NPAs

The Company has NPAs all over the country. As of 31 December 2020, the Company has NPAs in Bangkok and vicinity accounting for 40.4% of the book value of all NPAs of the Company. It has real estate in a residential type for 52.6% of the net NPAs account of the Company.

The Company's NPAs, categorized by locations

	Net book value
	Baht (in miliions)
Value of NPAs, categorized by locations	
Real estate properties	
Bangkok and vicinity	11,976
Central and The East	6,893
The North	4,089
The Northeast	3,034
The South	3,450
Moveable properties	224
Total	**29,666**

The Company's NPAs, categorized by types

	Net book value
	Baht (in miliions)
Value of NPAs, categorized by types	
Real estate properties	
Vacant land	5,415
Hotels	697
Commercial properties	7,720
Residential properties	15,610
Moveable assets	224
Total	**29,666**

Marketing and Competition

The Company encounters the competition in NPLs and NPAs acquisition with the main competitors including other asset management companies in Thailand that are the state enterprises such as SAM (FIDF is the major shareholder of the Company and SAM) and asset management companies of the commercial banks in Thailand. However, most of the asset management companies that are a business unit of commercial banks will not purchase NPLs or NPAs from other financial institutions, but will manage NPLs and NPAs that are transferred within the group of any such commercial banks. The Company also competes with other asset management companies such as J Asset Management Company Limited, Chayo Asset Management Company Limited, etc. Previously, these asset management companies would mainly purchase the assets relating to personal loans and credit card debts, but they have currently competed more in purchasing NPLs and NPAs, which are the Company's major targets. Besides, banks have presently separated the NPLs for auction into a larger number of groups, based on the location and size of the collateral assets, in order to provide opportunities for new buyers to compete with the Company. Furthermore, the Company faces competition with foreign corporations having strong financial status that set up an asset management company in Thailand such as Loan Star Funds and Accretive Company Limited, and the competition in the NPLs and NPAs industry may be more intense in the future.

The Company competes with other asset management companies by relying on strong financial status, ability to access fund sources, rapidity in acknowledging news and information to track an opportunity to purchase NPLs and NPAs, ability of suitably pricing non- performing loans and NPAs, reputation and credibility of the Company as well as the networks in operation and experienced teams (determining ability of NPLs and NPAs management). Nevertheless, such management ability may affect the Company's action plan.

Furthermore, to sell the NPAs, the Company also has to compete with other real estate companies, and financial institutions selling the NPAs, as well as other entrepreneurs in the real estate market.

Target customer group

The target group of the Company's asset management business includes debtors that the Company purchases NPLs from the financial institutions.

The target group of the NPAs management business includes real estate developers, investors and other customers. Furthermore, the Company organizes an asset expo and arranges a booth in many events all over the nation for more than 100 times a year so that the Company can access the target group as much as possible.

Marketing and sale promotion policy

The Company arrange an activity to promote debt restructuring for customers being NPLs under the project "Sukjai Dai Ban Khuen" (Happy to get home return) with aims to give an opportunity to the debtors not ordered for receivership to be able to redeem collaterals as an accommodation, with principal amount not exceeding 10.0 million Baht. Payment can be made one time within 90 days, or made by installment within 20 years at rate of 80.0% of the appraised price according to the principles of the Company. Furthermore, arranges other projects to help the customers being the NPLs continuously such as Project "BAM Chuai Lod Phue Plod Nee" (BAM to reduce debts) with objectives to give an opportunity to debtors not ordered for receivership, not having other properties for debt settlement without collateral, and not having principal amount exceeding 3.0 million Baht. Debt repayment can be made one time within 90 days at rate of 10.0% of outstanding principal amount, or by installment within 3 years at rate of 15.0% of outstanding principal amount without interest. Furthermore, the Company has a project "BAM Chuai Fuen Khuen Turakij" (BAM to restore the business), with aims to give an opportunity to debtors of the Company, including natural persons and juristic persons, not ordered for receivership, not having other properties for debt settlement, to settle debts with principal amount not exceeding 20.0 million Baht. Debt repayment can be made one time within 90 days or by installments within 10 years at rate of 80.0% of the appraised price according to the Company's principles. However, such project is under other conditions of the Company.

Furthermore, the Company arranges other projects to help the customers purchasing NPAs such as "Property installment sale with the Company" Project with objectives to help the low-income persons with limited budget to have an accommodation. The customers that purchase properties of BAM of all kinds to pay by installments to the Company for not over Baht 3.0 million as well as units at special price for low-income persons to consider purchasing at reasonable price. The Company also joins Shopee in arranging a special promotion campaign carried over from the previous year in the name of "3.3 House-Land-Condo Festival by BAM." In such program, customers who have bought an E-gift card worth Baht 100 from BAM's official shop on Shopee application will be entitled to exchange the E-gift card for four special privileges as follows: 1) a most special purchasing price for BAM's property; 2) an on-top discount of the special price, at the maximum of Baht 20,000 per transaction; 3) a Shopee coupon code, received after complete ownership transfer, at the maximum of Baht 6,000 as a discount for any product purchase on Shopee; and 4) the "On Reo Rap Loei" (get a reward for speedy transfer) promotion with free transfer in the amount up to Baht 900,000 per property item for customers completing the ownership transfer within 30 days of the sale approval, together with a gift voucher at the maximum of Baht 100,000 per property item for those purchasing the property during such event to buy merchandise from Tesco Lotus, Big c, Home Pro, Index Living Mall , and SB Furniture. In addition, the Company collaborates with Union Auction Public Company Limited, a long-standing professional auction leader, in applying a standard online auction system to the auction with BAM, whereby interesting properties appropriate for investors and properties for those wishing to own a residence are offered at the starting auction price with the highest special discount of more than 70% from the regular price.

At the same time, the Company holds the online property sale festival by BAM Mall under the concept "Visit BAM Properties Online Anywhere, Anytime Around the Clock," with a selection of more than 800 attractive property items offered on such well-known platforms as DDProperty.com, Baania.com, Kaidee.com, Dotproperty.co.th, Shopee.com and bam.co.th. In this program, the Company has selected quality NPAs that are ready for move-in/for use in potential locations at special prices, including a total of 810 items of single house, townhouse, commercial building, condominium unit, office building and vacant land throughout the country, with a combined value of Baht 3,775 million, with a special discount for customers to buy the desired properties via those platforms. The Company also continuously conducts a proactive online marketing campaign by partnering with LAZADA in organizing a mega promotion campaign, "10.10 BAM x LAZADA Big Bonus with Multiple Discount," offering properties that stay in great shape such as single house and townhouse at special prices.

Moreover, the Company arranges an ongoing sales promotion campaign particularly for customers desiring special-priced, good quality houses or those looking for economical houses for further refurbishment to their satisfaction. To this end, the Company designates a Trust Mark with the property's physical condition indicated by star rating to help customers better match the product with their needs. The properties offered are single house, townhouse, commercial building, and condominium unit all over the country. A four-star house means a house renovated to be ready for move-in, with more than a thousand units being offered. A three-star house refers to a house undergoing initial renovation suitable for customers wishing to renovate the unit themselves. This campaign is called the "Ban Dee Si Dao by BAM" (good house with four stars).

The Company has marketing teams to take care each type of NPAs to develop a suitable marketing strategy for each type of the NPAs and the customer group. The Company's marketing instruments are a signboard at the property's location, advertisement and public relation on website as well as social media of the Company including Facebook, Line and mobile application, publications, TV media, booths in any events, bidding for general people, and direct contact with the investors and real estate developers.

Distribution channel

The distribution channel is divided into 2 parts by the Company's business operation including (A) channels for debt composition and payment channel of the debtors for NPLs management business an (B) distribution channels for NPAs management business.

The distribution channels in case of NPLs mean the debt composition and payment channels of the debtors. After the debt composition finishes, the Company's debtors can make payment through different channels such as Counter Service at 7-Eleven or large commercial banks nationwide such as Bank of Ayudhya Public Company Limited, Kasikornbank Public Company Limited, Krungthai Bank Public Company Limited, Bangkok Bank Public Company Limited, CIMB Thai Public Company Limited, TMB Bank Public Company Limited, Siam Commercial Bank Public Company Limited, Land and Houses Bank Public Company Limited, etc. The payment by Counter Service helps the debtors to make payment through a branch of a commercial bank, and payment at the head office or the Company's branch offices. If a debtor cannot make payment according to the debt restructuring agreement's conditions, the Company will consider restructuring debts under the new conditions or enter a litigation to courts. However, generally, the Company will consider choosing 2 options, which are debt restructuring together with court proceedings.

In case of NPAs, the Company has various distribution channels for NPAs such as Assets Expos in Bangkok and other regions all over the country, advertisement and public relation through media in the country, Company's website, Social Media and BAM Application on a mobile device, online booking of assets on BAM website, and giving news and information about NPAs of the Company. Mostly the customers will purchase the property in cash or request loan from a financial institution. Sometimes, it is installment sale. In case of installment, the customers can select the same distribution channel as the customers buying NPLs as above mentioned.

Overview of economic condition and asset management business

Economic condition

As predicted by the Fiscal Policy Office, Thai economy in 2021 will shrink by 1.0% per year (with a forecasting range of 0.5% - 1.5%) as triggered by the new wave of the COVID-19 pandemic which became more severe in the third quarter and leads to an expectation that Thai economy in the latter half of 2021 will slow down from the first half following the implementation of disease control measures and a drop in economic activities. Nonetheless, the steadily improving COVID-19 situation and the progress of vaccine procurement and distribution to the public have prompted the government to ease the measures to control the spread of COVID-19 and plan to open the country as from November 1, 2021, which will help to revive economic activities, particularly in tourism, retail and wholesale, transportation, leisure and entertainment, and other business sectors. It is forecast that private consumption will grow by 0.8% per year (with a forecasting range of 0.3% - 1.3%) and private investment by 4.0% per year (with a forecasting range of 3.5% - 4.5%), while export will likely pick up in line with the economic recovery of trade partners. Still, the production supply chain needs to be followed up on since it may affect export in the next period. Thai export value in 2021 is expected to rise by 16.3% per year (with a forecasting range of 15.8% - 16.8%).

Furthermore, the government sector plays a crucial role in shoring up Thai economy through the continuous launch of fiscal measures such as the phase 3 half-half co-payment scheme, the more you spend, the more you get program, the phase 3 project to boost purchasing power of state welfare card holders, the project to increase purchasing power of those needing special aids, and the financial measures through the state-owned specialized financial institutions, together with the use of loans under the Emergency Decree Authorizing the Ministry of Finance to Raise Loans to Solve Problems and Remedy and Restore the Economy and Society as Affected by the Coronavirus Disease Pandemic B.E. 2563 and the Emergency Decree Authorizing the Ministry of Finance to Raise Additional Loans to Solve Economic and Social Problems as Affected by the Coronavirus Disease Pandemic B.E. 2564 in the Amount of Baht 500 Billion (Emergency Decree on

Additional Loans). These will help to stimulate consumption, lessen the impacts on business sectors, and maintain a higher level of employment. It is forecast that public consumption and public investment will expand by 3.8% per year (with a forecasting range of 3.3% - 4.3%) and 8.1% per year (with a forecasting range of 7.6% - 8.6%) respectively.

On the side of domestic stability, headline inflation in 2021 is predicted at 1.0% per year (with a forecasting range of 0.5% - 1.5%) due to the government sector implementing measures to reduce public utility fees for the public and business sectors nationwide and the excess supply that leads to a price decline in the fresh food sector. As regards the external economic stability, current account is expected to post a deficit of USD -18.3 billion, or -3.7% of GDP (with a forecasting range of -4.2% to -3.2% of GDP), caused by a decrease in trade surplus and a deficit in services trade.

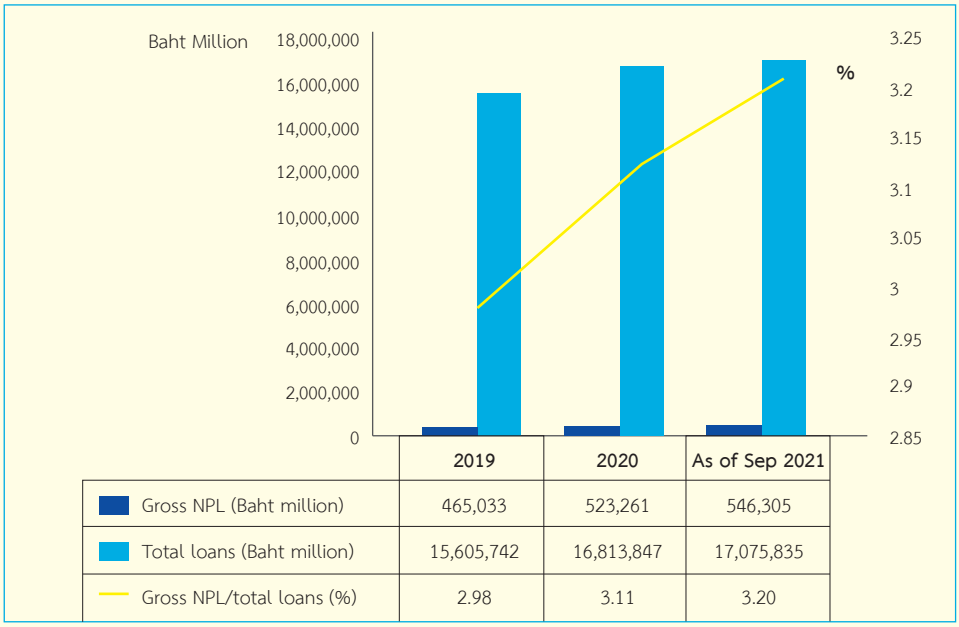
Table illustrating Thai economic forecasts for 2021

Description	2019	2020	20201	
			Average	Rank
1. GDP growth rate (%)	2.4	-6.1	1.0	0.5 - 1.5
2. Total investment				
2.1 Private (%)	2.8	-8.4	4.0	3.5 - 4.5
2.2 Public (%)	0.2	5.7	8.1	7.6 - 8.6
3. Consumption				
3.1 Private consumption (%)	4.5	-1.0	0.8	0.3 - 1.3
3.2 Government consumption (%)	1.4	0.9	3.8	3.3 - 4.3
4. Inflation rate	0.7	-0.8	1.0	0.5 - 1.5
5. International trade				
5.1 Export value, growth rate (%)	-3.3	-19.4	8.4	7.9 - 8.9
5.2 Import value, growth rate (%)	-5.6	-13.3	17.8	17.3 - 18.3
5.3 Trade balance (billion USD)	26.7	40.9	23.6	21.6 - 25.7
5.4 Current account balance (billion USD)	38.4	17.6	-18.3	-20.8 to -15.8
Proportion to GDP (%)	7.1	3.5	-3.7	-4.2 to -3.2

Source: Fiscal Policy Office
Remark: Forecast data as at October 28, 2021

Asset management Company's business

In view of the overall economy that has not yet fully recovered as described earlier, NPLs in the financial sector have been on a rise. Based on the Bank of Thailand's statistics as at September 2021, NPLs in the financial sector stood at Baht 546,305 million, rising by 4.40% from Baht 523,261 million in 2020. The rising trend of NPLs in the financial sector can be shown in the chart below:



	2019	2020	As of Sep 2021
Gross NPL (Baht million)	465,033	523,261	546,305
Total loans (Baht million)	15,605,742	16,813,847	17,075,835
Gross NPL/total loans (%)	2.98	3.11	3.20

Source: Bank of Thailand

The continually increasing trend of NPLs of financial institutions will provide a good opportunity for asset management companies since financial institutions will likely sell out those NPLs in order to maintain their performance at an appropriate level in line with the economic situation.

From the above-mentioned trend, the overall picture of asset management company business, based on the Bank of Thailand's information, can be shown in the below table:

Description	As of Sep 2020	As of Sep 2021	Change rate
Total assets (million Baht)	234,542	254,422	8.48%
Total liabilities (million Baht)	165,482	173,187	4.66%
Total equity (million Baht)	69,060	81,235	17.63%
Net profit (loss) (million Baht)	7,726	4,590	-40.59%

Source: Bank of Thailand and Calculation

According to the above information, total assets of asset management companies grew by 8.48% in tandem with the economy that has not yet fully recovered and accordingly led NPLs in the financial sector to rise to 3.20% as at September 2021. Therefore, financial institutions have put up their NPLs for auction in a bid to reduce the required reserve amount and, hence, suitably adjust their performance amid the fluctuation in the economy which has not yet clearly shown a sign of recovery. Against this backcloth, NPLs will continue to be offered for sale in the market and

asset management companies relatively see the opportunity to broaden and strengthen their business base since NPLs will be offered at reasonable prices that could generate a good business performance for them in the future. As such, asset management companies have participated in the bidding for those NPLs for further management, leading to growth in total assets of this business. However, the overall performance of the asset management company business contracted in 2021, posting a net profit of Baht 4,590 million which plummeted by 40.59% from the net profit of Baht 7,726 million recorded as at September 2020. This probably stemmed from the economy that has not yet fully recovered due to the COVID-19 pandemic, which has driven down the public's income earning and result in a relative decline in overall income of the asset management company business. In the future, however, when the economy tends to pick up with an expectation that the vaccination and vaccine distribution will help reduce the spread of COVID-19 and allow the country to be more open, the public's income generation can then be increased, which will be instrumental in enabling the overall asset management business to remarkably improve their performance.

Product or service supply

The Company seeks opportunity to purchase the NPLs and NPAs from the domestic financial institutions regularly. Mostly, the Company purchases NPLs through bidding, and sometimes, the Company acquires NPLs from the financial institutions directly. The Company also acquire NPAs through bidding the collaterals of NPLs managed by the Company from the debtors transferring the collaterals/ repayment properties, and purchasing NPAs from the financial institutions in form of bidding or direct purchase from the financial institutions.

Non-delivered work

- None -



Main regulations about business operation

The Company is under supervision of BOT, established in 1942 according to BOT Act. BOT is the central bank performing duties to carry out the national financial policy. Previously, BOT supervised the financial and banking businesses in Thailand under supervision of the Ministry of Finance, and by virtue of BOT Act.

Furthermore, the Emergency decree on Asset Management Companies authorize BOT and the Ministry of Finance to supervise the asset management businesses. The details of regulations related to the asset management companies in Thailand can be summarized as follows.

Asset management Company

The Emergency decree on asset management Company is regulated to resolve the NPLs, which are an obstacle to the financial institutions in raising fund and approving loans for business sector. Furthermore, such law also grants certain rights to the asset management companies to operate the business easier, and helps the financial institutions to focus on operatizing main businesses which are money deposit and credit facility. This allows the financial institutions to transfer the NPLs to the asset management companies.

The Company was established according to the Emergency decree on asset management Company, stipulating that the asset management companies must be registered for founding with the Ministry of Commerce with minimum registered capital at 25.0 million Baht. It aims to manage assets of the financial institutions or financial business operators, and then it can apply for registration as an asset management Company with BOT.

Furthermore, the asset management companies can raise funds by (A) loan from domestic and foreign sources, (2) issuing shares and debentures according to the securities and exchange laws or other bonds as permitted by BOT.

Business of the asset management Company

The businesses of the asset management companies are as follows.

(A) Purchasing or accepting transfer of NPLs of the financial institutions or assets of the financial institutions, that are suspended for operation, canceled, or withdrawn a license for operation of a commercial bank, capital business, credit foncier business, as well as collaterals of such assets for management and distribution.

(B) Providing NPLs management services to financial institutions or assets of the financial institutions that are suspended for operation, canceled or withdrawn a license for operating the business of a commercial bank, capital business or credit foncier business as well as collaterals of that asset.

(C) Purchasing or accepting transfer of NPLs of the financial business operators, as well as collaterals of such asset for further management or distribution.

(D) Providing NPLs management services to financial business operators and collaterals of such assets.

(E) Giving advice to debtors, financial institutions or financial business operators in debt restructuring and operations related to such counseling.

(F) Other businesses related to or involved with the similar businesses to (A), (B), (C), (D) or (E), in accordance with the notification of the Minister of Finance approved by the cabinet.

According to the notice of BOT, the asset management companies may operate any necessary works for managing NPLs to restore the debtors purchasing or accepting transfer from the financial institutions such as debt restructuring, a compromise agreement or debt composition agreement making, or shareholding in a Company from the debtors settling debts.

Limitation of charged interest rate

The asset management companies may charge interest from the debtors according to the existing agreement, not exceeding the interest rate as of the date of transfer acceptance (under a condition that if the existing agreement determines interest at floating rate, with no basis for calculation of the existing financial institution, such rate shall not exceed the interest rate specified by BOT). However, in case the asset management Company allows the debtors according to the existing agreement to borrow additional money for adding values to the transferred property, the asset management Company can charge interest at rate agreed with the debtor, such rate is not subject to maximum interest rate at 15.0% per annum. As for loan default, the Company may charge a penalty interest rate at not more than 3% per annum above the maximum interest rate actually collected as specified in the agreement.

Tax effect

Exemption of fee and tax from NPLs transfer acceptance from the financial institution

The emergency decree on asset management Company defines the asset management companies to be exempted for fees and taxes arising from asset transfer acceptance from the financial institutions as announced by the cabinet in the government gazette, and it may be general or specific.

Land and building tax collection

The Land and Building Tax Act B.E. 2562 (2019) regulates provisions about tax collection from the land and building owners, and sets the maximum tax rate to be calculated from appraised price. The maximum tax rate depends on property type, and it will be collected at rate specified in the Land and Building Tax Act from 1 January 2020.

Later, the “Royal Decree on land and building tax reduction B.E. 2563 (2020) (Decree), issued pursuant to Section 55 on 20 January 2020, valid from 1 January 2020 and hereafter, stipulates the land or building that is NPAs that the asset management companies according to the laws on asset management Company (including BAM), obtained not over 5 years, from the date that real estate belongs to the sector, will be reduced tax at rate of 90% of payable taxes.

In 2021, the Ministry of Finance has considered extending the period of the land and building tax relief.

As regards the criteria for tax collection set to be applicable for the first two years only (tax collection to start in 2020) pursuant to the Transitory Provisions, Section 94, of the Land and Building Tax Act, the Ministry of Finance by the Fiscal Policy Office currently deems it appropriate to maintain the land and building tax rates at the original rates as set forth in the Transitory Provisions, Section 94, for the collection of land and building tax from 2022 onwards. Therefore, the Royal Decree on the Stipulation of Land and Building Tax Rates B.E. 2564 was promulgated on December 13, 2021, taking effect as from December 14, 2021, with tax collection to be based on land use classification.

Securities and Dividend Policy

Registered and Paid-up Capital

As of December 31, 2021, the Company has a total registered and paid-up capital of Baht 16,160.2 million, divided into 3,232.0 million ordinary shares with a par value of Baht 5.0 per share.

Shareholders

Here is a list of major shareholders of the Company as at April 27, 2021, the latest closing date of its register book:

No.	Name	No. of shares (shares)	(%)
1.	Financial Institutions Development Fund	1,480,000,000	45.79
2.	Thai NVDR Co., Ltd.	149,047,473	4.61
3.	South East Asia UK (Type C) Nominees Limited	63,497,825	1.97
4.	K20 Select Long-Term Equity Fund	34,881,300	1.08
5.	State Street Europe Limited	31,561,017	0.98
6.	GIC Private Limited	26,926,787	0.83
7.	Mr. Nares Ngampichon	26,133,600	0.81
8.	Mr. Suwat Niyomsathien	23,500,600	0.73
9.	K Equity Dividend Long-Term Equity Fund	23,258,700	0.72
10.	Krungsri Dividend Stock LTF	21,335,700	0.66
11.	Muang Thai Life Assurance PCL.	19,945,700	0.62
12.	K Equity 70:30 LTF	18,195,900	0.56
	Total major shareholders	**1,918,284,602**	**59.36**
	Other shareholders	**1,313,757,698**	**40.64**
	Total shareholders	**3,232,042,300**	**100.00**

Shareholders Agreement

- None -

Restrictions on Share Transfer

The Company's shares can be transferred without any restrictions, except for the case where the outcome of the share transfer will cause foreign shareholders to hold more than 49.0 percent of the total issued and paid-up ordinary shares of the Company. The Company has the right to reject any share transfer that will cause the proportion of foreign shareholding to exceed such ratio.

In the event where a foreign shareholder holds more than 49.0 percent of the total issued and paid-up ordinary shares of the Company and that person is (a) a U.S. Person[1] and (b) Qualified Institutional Buyer[1] and Qualified Purchaer[2], who wish to sell or transfer his/her shares to other persons, that foreign shareholder shall be obligated to:

(a) Sell those shares or the right to use or receive benefits out of those shares to other investors in an Offshore Transaction[1], or

(b) Sell those shares or the right to use or receive benefits out of those shares to other investors who are Qualified Institutional Buyer or Qualified Purchaser.

In the case where the transfer of shares held by a foreign shareholder does not conform to the aforementioned method, the shareholder who has received the transferred shares from that foreign shareholder shall transfer those shares in accordance with the method specified above after receiving a written request from the Company.

Remarks: [1] U.S. Person, Qualified Institutional Buyer, and Offshore Transaction shall have the meanings as specified in the definitions given to those terms under the United States Securities Act of 1933, as amended.

[2] Qualified Purchaser shall have the meaning as specified in the definition given to that term under the United States Investment Company Act of 1940, as amended.

Debentures Issued by BAM

TRIS Rating Co., Ltd., a credit rating agency in Thailand, assigned A- to both the company rating on BAM and the issue rating on its senior unsecured debentures, which have a representative of debenture holders with a value of Baht 1,000 per unit. As at December 31, 2021, the outstanding debenture value stood at Baht 62,170 million, the details of which are as follows:

Unit : Baht Million

Debenture Series	Interest Rate (%p.a.)	Maturity Date	Outstanding Value
Debentures of 7 years (1/2016)	3.79%	December 22, 2023	1,100
Debentures of 5 years (1/2017)	3.41%	June 23, 2022	1,400
Debentures of 7 years (1/2017)	3.64%	June 23, 2024	1,400
Debentures of 10 years (1/2107)	3.92%	June 23, 2027	1,500
Debentures of 6 years (2/2017)	3.44%	September 8, 2023	3,800
Debentures of 8 years (2/2017)	3.73%	September 8, 2025	3,200
Debentures of 10 years (2/2017)	3.91%	September 8, 2027	5,000
Debentures of 7 years (1/2018)	3.88%	June 21, 2025	370
Debentures of 10 years (1/2018)	4.30%	June 21, 2028	2,400
Debentures of 3 years (1/2019)	2.45%	July 18, 2022	3,000
Debentures of 5 years (1/2019)	2.90%	July 18, 2024	4,500
Debentures of 10 years (1/2019)	3.60%	July 18, 2029	5,000
Debentures of 12 years (1/2019)	3.78%	July 18, 2031	3,500
Debentures of 15 years (1/2019)	3.92%	July 18, 2034	1,000
Debentures of 2.5 years (1/2020)	2.83%	May 5, 2023	4,050

Unit : Baht Million

Debenture Series	Interest Rate (%p.a.)	Maturity Date	Outstanding Value
Debentures of 5 years (1/2020)	3.41%	November 5, 2025	5,370
Debentures of 10 years (1/2020)	3.92%	November 5, 2030	580
Debentures of 1 year (1/2021)	1.40%	April 9, 2022	2,000
Debentures of 2 years (1/2021)	1.85%	April 9, 2023	1,000
Debentures of 3 years (1/2021)	2.11%	April 9, 2024	1,000
Debentures of 5 years (1/2021)	3.05%	April 9, 2026	6,000
Debentures of 7 years (1/2021)	3.48%	April 9, 2028	1,300
Debentures of 9 years (1/2021)	3.79%	April 9, 2030	700
Debentures of 3 years (2/2021)	1.67%	December 2, 2024	500
Debentures of 5 years (2/2021)	2.60%	December 2, 2026	1,300
Debentures of 7 years (2/2021)	3.13%	December 2, 2028	1,200
Total			**62,170**

Dividend Policy

The Company has the policy to pay dividends at the rate of not less than 40.0 percent of net profit after income tax according to the separate financial statements of the Company and after legal reserves. Payment of dividends is subject to the Company's investment plans, conditions and restrictions set forth in its loan agreements or other related contracts (if any), financial condition and operating results including other relevant factors of the Company. The Board of Directors may, from time to time, review and revise the dividend policy to be in line with the future business growth strategies of the Company and its subsidiaries, the requirements for investment and working capital, and any other factors as deemed appropriate. The said dividend payment shall not exceed the retained earnings as appearing on the separate financial statements of the Company and shall comply with the applicable laws.

One Report 2021



Bami

Part 1

Business Operations and Performance



2 Risk Management

Risk Management

Risk Management

The Company emphasizes the risk management, which is one of the main components of good corporate governance; whereas the Company focuses on preparing and preventing any situations and uncertainties that may occur and affect its ability to successfully achieve its goals and objectives. The risk management is implemented both at the organization-level and at the activity-level. The Company also cultivates the concept of risk management as part of its operation.

The Company integrates a risk management system into its business operation, whether at the organization-level, department-level, and operative-level. The management information system allows executives to monitor the risk status at each level; and to connect the risk management system with the Company's database. The Company also appoints directors and outside experts to the Risk Management committee, in accordance with the Company's policy, and in order to improve the overall efficiency of the Company's risk management. The Company develops and disseminates knowledge and understanding about the risk management to its employees of every level continuously, in order to limit the risk to a level that is acceptable for the organization. Moreover, the Company's risk management aims at the business continuity management, in order to allow the Company to conduct its business operation continuously.

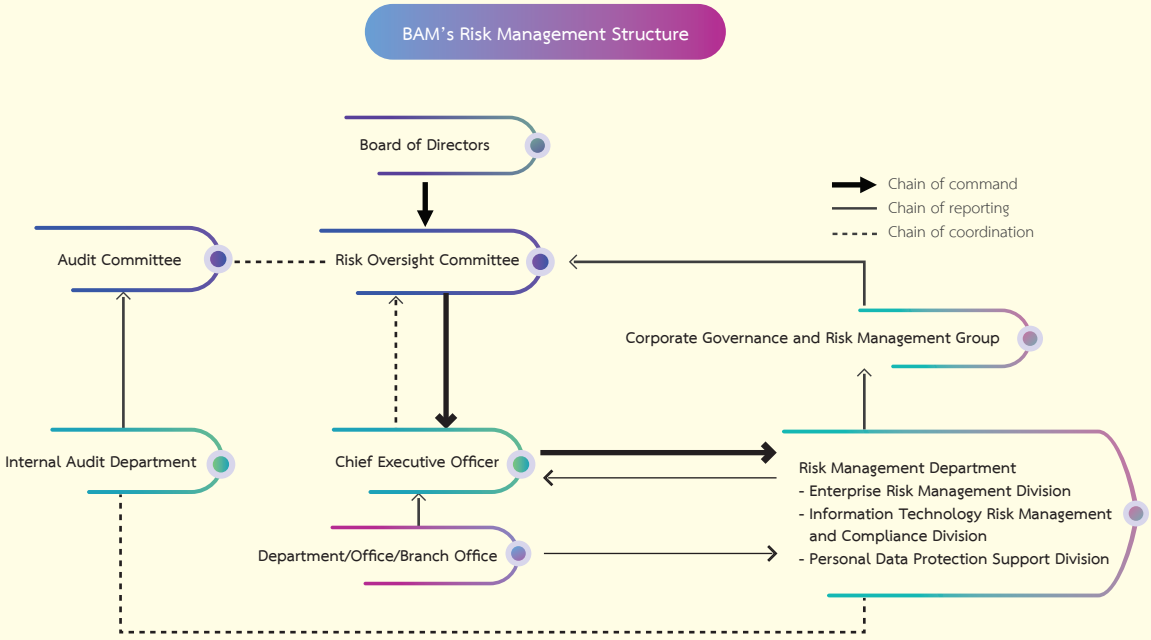
The Company reviews, adjusts, and improves its risk management system continuously, in accordance with the Company's risk management policy/ guideline specified by the Board of Directors. Moreover, the risk management system also plays an important role in determining and reviewing the Company's risk management policy/ guideline, as per the characteristics of the business operation that covers all the important risks of the Company. The risk management system also specifies the strategies for managing, monitoring, and controlling the organization's risks at an acceptable level for the Company.

The Company realizes that risk management is a very important component of its business operation. Therefore, the Company specifies the risk management guidelines that are appropriate and efficient, in accordance with the characteristic of its business operation. And for this, the Company must study, evaluate, monitor, and manage the risks systemically and continuously, in order to make sure that the Company's executives will understand all the related risks of the Company's business operation, and will be able to manage those risks under the framework specified by the Company.

The enterprise risk management structure

The Company continuously specifies its enterprise risk management, while considering various risks that may prevent the Company from achieving its goals. The Board of Directors instructs all executives to manage the risks involved with the departments that they are responsible for, under the discretion of top executives of such departments and under the supervision of the Risk Oversight Committee. The risk management activities are reviewed by the Internal Audit Department, who presents the auditing result to the Audit Committee regularly.

The Company has established Enterprise Risk Management Division, Information Technology Risk Management and Compliance Division, and Personal Data Protection Support Division, all being attached to Risk Management Department, to be responsible for formulation of the guidelines on risk management, risk analysis, coordination, follow-up and provision of advice on the guidelines on risk management to personnel within the organization, and preparation of reports for presenting to the Risk Oversight Committee.



The Company specifies the scope of risk management by classifying its risks into 3 levels, as follows.

(1) Corporate Risk: corporate risks may prevent the Company to fail to achieve its organization-level objectives and goals. Corporate risks are evaluated by top executive of each departments and the Board of Directors, and are under the supervision of the Risk Oversight Committee.

(2) Business Group Risk: business group risks may prevent the Company to fail to achieve its department-level objectives and goals. Business group risks are evaluated by top executives of each department and the Board of Directors, and are under the supervision of the Risk Oversight Committee. However, each department will be responsible for their own business group risks.

(3) Functional Risk: functional risks may are risks that normally occur with the day-to-day operations. Such risks are evaluated by each department and branch, according to the important processes, as well as any processes, in which the department involved may not be able to achieve its plans and goals.

The Company reviews its internal control and risk management regularly, on a yearly basis, through the review and approval of each chain of command (Bottom-up approach) and the review and approval of the top executives (Top-down approach); in order to monitor and review the important risks that may affect the Company's business operation.

Roles, duties and responsibilities of related persons in risk management of the Company

(A) Board of Directors

1. Overseeing and ensuring that there is an efficient internal control system and appropriate risk management by promoting the integration of business processes for governance, risk management, and compliance.
2. Encouraging the top management to participate in expressing opinions under change factors that affect the corporate goals.

(B) The Risk Oversight Committee

1. Determining the operational risk management guideline for the organization-, department-, unit-, and office-level; and providing recommendation and consultation on the subjects of risk management.
2. Reviewing and approving the risk management criteria and methods.
3. Monitoring the development of risk management guideline and supervising the creation of a risk management system that corresponds with the Company's strategies.
4. Monitoring the risk identification process and evaluating the important corporate risk appropriately, in accordance to the situation.
5. Considering and approving the annual risk analysis and the risk management plan.
6. Reporting to the Company's Board of Directors, regarding the progress of the risk Oversight and the corporate risk status.
7. Communicating and coordinating with the Audit Committee, on the subject regarding important risks.
8. Monitoring and promoting further development of employees' ability, the change of the organizational culture, and the continuous improvement of the risk management; in order to make every employee recognize the risks and the risk management of every department.
9. Appointing responsible employees or working groups, in order to ensure the appropriateness and the efficiency of the risk management.
10. Giving importance to the integration of business processes for governance, risk management, and compliance (GRC) and the coordination and sharing of information among the relevant subcommittees to ensure working integration and promote the GRC atmosphere and culture across the organization.

(C) The Corporate Governance and Social Responsibility Committee

1. Overseeing and ensuring that the Company complies with all regulations prescribed in its compliance policy.
2. Giving importance to the integration of business processes for governance, risk management, and compliance (GRC) and the coordination and sharing of information among the relevant subcommittees to ensure working integration and promote the GRC atmosphere and culture across the organization.

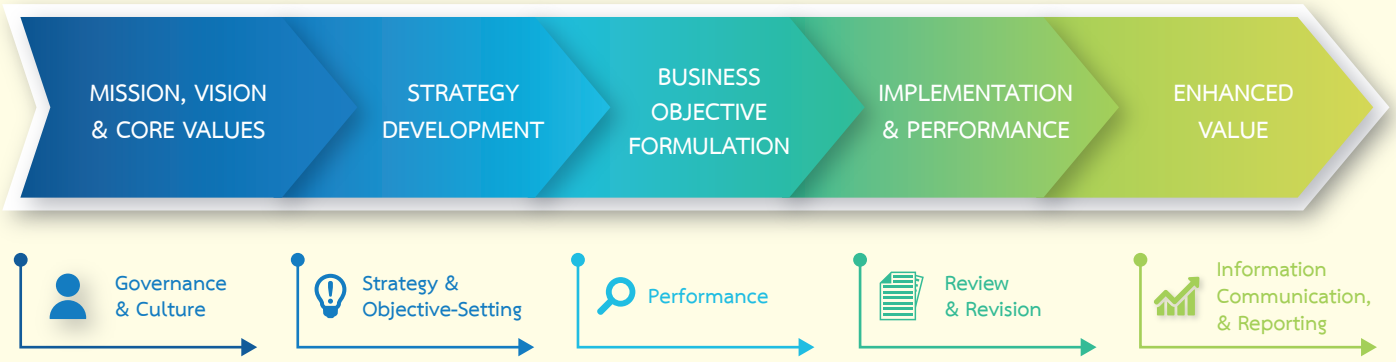
(D) The Audit Committee

1. Reviewing to ensure that the Company puts in place the internal control system, good corporate governance process, risk management process, and internal audit system that are appropriate and efficient.
2. Giving importance to the integration of business processes for governance, risk management, and compliance (GRC) and the coordination and sharing of information among the relevant subcommittees to ensure working integration and promote the GRC atmosphere and culture across the organization.

Moreover, every employee is responsible for following the risk management policy and guideline specified by the Company. They are also responsible for risk management operation, in accordance with the scope of their responsibility. And for this, the Company communicates and educates its executives and employees about the risk management guideline and policy, as well as about the internal control, risk management, good corporate governance, etc.

The Company's systemic risk management processes and procedures

The Company has followed the processes and procedures under the COSO ERM 2017 Framework, entailing five components and 20 principles as follows:



(1) Governance & Culture

Principle 1: Exercises board oversight
Principle 2: Establishes operating structures
Principle 3: Defines desired culture
Principle 4: Demonstrates commitment to core values
Principle 5: Attracts, develops, and retains capable individuals

(2) Strategy & Objective Setting

Principle 6: Analyzes business context
Principle 7: Defines risk appetite
Principle 8: Evaluates alternative strategies
Principle 9: Formulates business objectives

(3) Performance

Principle 10: Identifies risk
Principle 11: Assesses severity of risk
Principle 12: Prioritizes risk
Principle 13: Implements risk response
Principle 14: Develops portfolio view

(4) Review & Revision

Principle 15: Assesses substantial change

Principle 16: Reviews risk and performance

Principle 17: Pursues improvement in ERM

(5) Information, Communication & Reporting

Principle 18: Leverages information technology

Principle 19: Communicates risk information

Principle 20: Reports on risks, culture and performance

Managing the Company's primary risks

The Company manages its risks by classifying them into 6 types, as follows.

(A) Strategic Risk

Risks that occur from the inappropriately defined strategic plans or the adjustment of the strategic plan that is inconsistent with the organization's internal and external environment. As a result, those risks may affect the Company's ability to achieve its goals, in accordance with its strategic plans and operation plans. Strategic risks may also affect the Company's revenue, financial position, competitive capability, and survivability.

The tool for managing strategic risks

The Company reviews and makes sure that its annual operation plan is consistent with its internal and external environment. The strategic risk management starts from the Company's Board of Directors and executives, as they determine the Company's direction, create the strategic plans while considering the annual risk analysis data, regarding risks that may affect the Company. In this regard, the Risk Map will be used for analyzing the organization's risks, as well as determining the key risk indicators, the acceptable level of risks (Risk Appetite), and the deviation interval of the risk tolerance.

(B) Operational Risk

Risks of damages arise from insufficiency in corporate governance and internal control, which may be related to internal operation process, personnel, work system, IT system or external events that affect the Company's revenues and financial position, including legal risk which may arise from internal operation process that is related to the laws and prosecution.

The tool for managing operational risks

The Company uses the following tools for managing the operational risks:

- Control Self Assessment (CSA): this is a technique that requires every department to regularly assess and control their risks, on a yearly basis, as well as to determine the correction plan and monitoring plan.
- Key Risk Indicators: this is a technique that must requires every unit to internally monitor the risks of their units. It is a primarily monitoring technique that prevents risks from evolving into corporate risks in the future.
- Logging the loss data: every department will be responsible for logging the damage report of specific risk-related incidents, as well as any other damages that may present operational risks. The data record herein allows each department to develop the risk assessment process and risk management process of their own, in order to implement an appropriate internal control system, and to prevent such damages or losses from

ever happening again in the future. Keeping the data record also allows the Company to maintain a database of losses, where it can use for determining the guideline for preventing and mitigating the risks in the future, or for minimizing the effects to its business operation.

(C) Financial Risk

1. Liquidity risk refers to risks that originate from the Company's inability to pay its debts and obligations on time, as the Company is unable to convert its assets into cash, in order to pay the matured debts, or the Company is unable to sufficiently raise fund for such purpose, or the Company have to acquire cash to pay its debts at the financial cost that is higher than the acceptable level. Liquidity risks may affect the Company's revenue and financial positions.

The tool for managing the liquidity risks

The Company determines its risk management policies/guidelines, in terms of liquidity risks and other related risks; and specifies the tools that will be used for monitoring and controlling the liquidity risks by related committees, namely, the Assets and Liabilities Management Committee and the Risk Oversight Committee, as follows.

- Estimating the cash inflows and cash outflows, in order to assess the Company's liquidity, at different intervals, namely, at every 1, 3, 6, and 12 months in advance.
- Analyzing the financial ratios, using:
  - Financial ratios, namely, the debt-to-equity ratio (D/E) and the operating cash flow to debt payment ratio.
  - Analyzing the projected current ratio, in order to determine or estimate the Company's repayment ability for payable debts, for example, at every 3, 6, 9, and 12 months in advance.
- Performing the stress test of the Company's liquidity.

Moreover, the Company also plans the contingency funding plan for any liquidity-related emergency, whether for the normal situation or during crisis, in order to prepare the access to the source of funding that will be able to provide the Company with sufficient amount of cash flow on time, under the appropriate financial cost, in an event of liquidity-related emergency. The Company specifies the liquidity risk indicators, namely, the estimated cash inflows and cash outflows from estimation of liquidity of each period (Liquidity Gap), the debt to equity ratio of shareholders, and the stress test.

The Company regularly monitors and reports its liquidity, in order to provide the information to the Assets and Liabilities Management Committee, so they may manage the short-term, medium-term, and long-term liquidity appropriately. This information is also an instrument that allows top executives and related departments to learn about the Company's position and the level of existing risks, in order to acquire sufficient amount of funding or to reduce the risks that may occur during the period where the Company experiences negative liquidity or tends to lack of liquidity.

2. Credit risk refers to the chance or possibility of the Company's counterparty failing to fulfil the obligations agreed with the Company with respect to the asset management company (AMC) business which does not generate income from lending to customers, but from management of NPLs and NPAs and, hence, is mainly prone to asset quality risk.

The tool for managing the asset quality risk

The Company determines the purchasing prices of NPLs and NPAs using related factors of those NPLs and NPAs, for example, debtors' history, debt obligation, the quality of collaterals, the quality of the NPAs, as well as the external environment, such as the competition and the economy, etc; in order to determine the expected revenue from debt collection and sale of properties.

The Company manages its debtors under the debt restructuring agreement, whereas the Company reviews debtors' repayment ability through the Aging system. The system notifies debtors to pay their debt in advance, in order to prevent the default on payment. Debtors who fail to make the repayment will be managed with legal proceedings, in order to reduce the risk from debtors that are unable to follow the debt restructuring agreement.

3. Market risk refers to risk of potential damage to the Company arising from changes in value of assets and liabilities driven by movement of interest rates, exchange rates and prices. The Company's business is mainly prone to risk of changes in market prices of collateral and NPAs, or risk of changes in assets' value according to market condition which will lead to an increase or decrease in revenues.

The tool for managing the market risk

The Company reviews the appraisal prices, by applying the BOT Regulation's for financial institutions, whereas the Company will review the appraisal price of collaterals of NPLs at every 3 years; and review the appraisal prices of NPAs at every 1 year, or at any other interval if the situation has significantly changed. The Company also sets aside the sufficient reserves and the allowance for impairment of assets, in order to cover the potential damages from the depreciation and the impairment of collaterals of NPLs and NPAs.

(D) Compliance Risk

Compliance risk refers to risk arising from the Company's non-compliance with or failure to fully or correctly comply with the laws, rules, regulations, standards, provisions, orders, and guidelines that are enforceable over its business transactions. The compliance risk may lead to financial losses or damages to the Company's reputation and image. The framework and guidelines on compliance risk management have been formulated.

The tool for managing the compliance risk

The Company specifies the operational methods and procedures for managing the compliance risk, based on the standards specified by supervising organizations, professional standards, and the laws. The Company also seeks the opinions from BOT on its annual operation inspection, in order to stimulate constant improvement of its operation.

(E) Reputation Risk

Reputation risk is risk of damage to the Company arising from its tarnished reputation due to the negative perception of customers, trade partners, shareholders and/or regulatory agencies towards the Company.

The tool for managing the reputation risk

- A customer satisfaction survey is conducted.
- The Company has in place a system for both internal and external persons to lodge their complaints through channels such as submission of the complaints to the Company's Customer Relations Division, executives or directors, whether in writing or by telephone or via the Company's website or other channels of the government agencies.
- The Company assigns a department to always keep abreast of news and information about the Company in order to prevent or reduce the impact of reputation risk to the Company.

(F) Information Technology Risk (IT Risk) refers to risk potentially arising from the use of IT which will affect the Company's systems or operations, including risk from cyber threat. The framework and guidelines on IT risk management have been formulated.

The tool for managing the IT risk

- The Company requires that all units concerned with the IT system must perform their risk assessment and control self-assessment (CSA) on a yearly basis, and devises the plans for corrective actions and follow-up.
- The Company determines the IT key risk indicators so as for the concerned departments to track the IT risk at the group level through departments under the group, which is deemed as a risk early warning to prevent it from becoming an enterprise-level risk in the future.

The Company has set up Corporate Governance and Compliance Department with role and duty to monitor and ensure that other units comply with the relevant regulations applicable to the transactions and in line with the corporate governance principles, and to coordinate with both the external regulatory agencies and internal units in establishing measures, rules, orders and manuals that align with the requirements of the regulatory agencies, the anti-money laundering policy, the counter-terrorism and proliferation of weapon of mass destruction financing policy under guidelines of the Anti-Money Laundering Office (AMLO), the Company's rules and regulations.

The Company also emphasizes the business continuity management and the management of external risks that are beyond the Company's ability to control, such as, natural disasters, flood, fire, terrorism, riot, strike, epidemic, etc. And for this, the Company appoints the Business Continuity Management Committee, with the responsibility of preparing the business continuity management policies and plans. The Company also creates the backup data center, in case of disasters and the secondary operation center, whereas it tests its business continuity plan (BCP) regularly, at least once a year.

Organizational development to uplift risk management of the Company

The Company realizes importance of effective and efficient risk management for the Company to manage risks subject to current situations. Therefore, it develops, reviews the policy, tool and process for risk management continuously in order to support risks that tend to increase by risk factors, and to have a suitable management method according to the regulations of the government sectors that may change as follows.

- **Providing a measure and business continuity plan (BCP) to support COVID-19 crisis**

From the situation of COVID-19 all over the world in the beginning of year 2020, Thailand started to be impacted from March 2020 to 2021. The Company has followed up the situation continuously and assigned the working group for Business Continuity Management (BCM) consisting of top executives of the Company, to define a measure and develop Business Continuity Plan (BCP) to support COVID-19 crisis urgently as follows:

- Announcing the code of practice for employees to prevent COVID-19 outbreak.
- Devising the BCP to prioritize the types of works under the COVID-19 situation.
- Setting a screening point for entering-exiting the office building.
- Spraying a disinfectant at the headquarters and branch offices nationwide.
- Formulating the practice guides for employees in case there are persons found to contract COVID-19 within the office building.
- Establishing BAM Isolation Unit at De Val Resort in Nakhon Nayok Province to accommodate the COVID-19 infected employees who show no or mild symptoms.
- Determining the percentage of working from home according to the COVID-19 situation.
- Campaigning for and seeking cooperation from all employees in receiving vaccinations against the COVID-19.
  1. Devising measures for BAM Universal Prevention and BAM COVID-Free Selfing.
  2. Devising measures for performing of duties in the COVID-19 situation by, for instance, requiring all employees and outsource staff to conduct the rapid antigen testing on every Monday before coming to the office, etc.
- Arranging the 2021 Annual General Meeting of Shareholders through the E-meeting method pursuant to the Emergency Decree on Meetings via Electronic Means B.E. 2563 so as to abide by the social distancing rules.

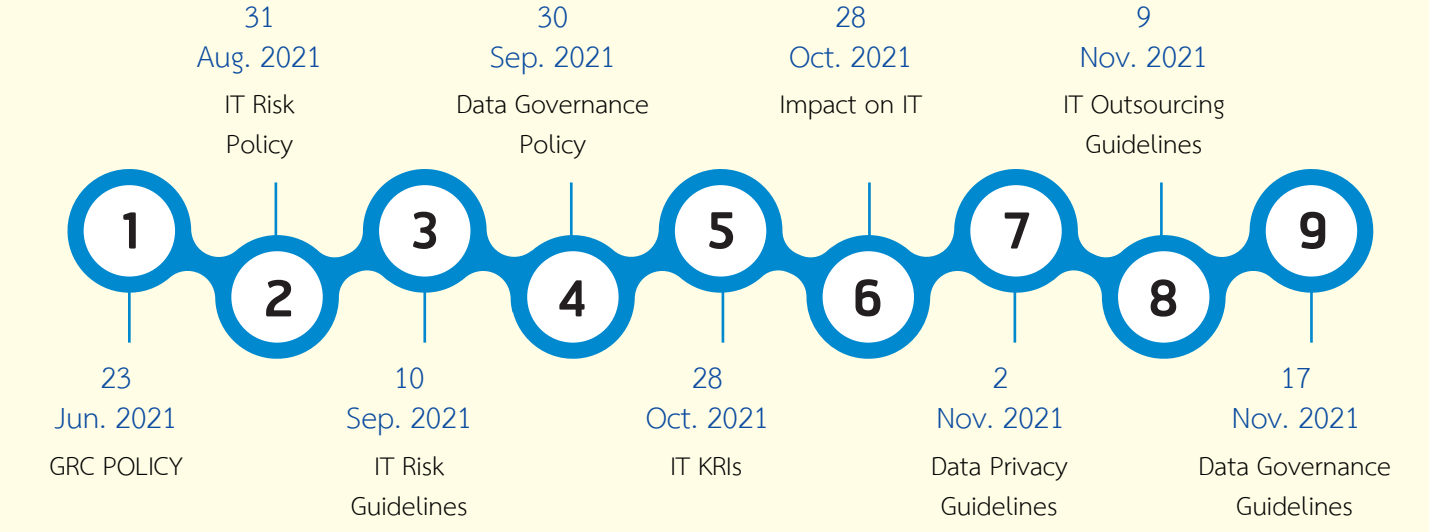
Furthermore, the Board of Directors determines the study for analysis and providing “lesson learned from COVID-19 of BAM” with impacts on employees and operations of the Company during COVID-19. The study result will be used for preparation in various aspects and improving work operations of the employees to be ready for Work from Home, or developing Work from Anywhere in the future to support any crisis situations. Furthermore, the work strategies may be adjusted to be consistent with the Company’s business operation

Corporate Risk Management Group



Enterprise Risk Management Division gives importance to monitoring and management of the Company's risks by reviewing the BCP and the guidelines on handling of the COVID-19 situation, reviewing or updating the policies and tools to be in tandem with the situation, analysing the enterprise risks for 2022, and devising the strategic plan for risk management alongside the efficient business operation plan in order to contain an acceptable level of risks.

Information Technology Risk Management and Compliance Division



Information Technology Risk Management and Compliance Division is a unit newly set up in 2021 with the objective to upgrade the Company's IT risk management to international standards. The Division has collaborated with the consultant in formulating the guidelines on standard IT risk management and pushing for an analysis of IT risk impacts and determination of IT KRIs for early warning and monitoring of such risk to be at an acceptable level and allow for timely prevention of any cyber threat.

- **Annual General Meeting of Shareholders 2021**

In 2021, the Company, realizing and caring about health and safety of all meeting attendants under the COVID-19 situation, accordingly arranged the annual general meeting of shareholders through the E-meeting method pursuant to the Emergency Decree on Meetings via Electronic Means B.E. 2563 so as to enable all shareholders to attend the meeting safely and conveniently. The Company allowed the shareholders to submit the meeting registration documents ahead of the meeting date and to register and confirm their ID before the meeting via the link or scanning of the QR Code.

- **Organizational restructuring to support GRC integration**

The Board of Directors emphasizes the integration of good corporate governance, risk management and compliance with rules and regulations, that is called Governance Risk and Compliance (GRC) by restructuring the organization which includes corporate governance and risk management for the operation works of the related sectors oversight departments to cover GRC and meet the global standard.

- **Hiring outsourced advisor for Information Technology (IT) Risk management**

At present, information technology plays an important role in business operation of the Company especially when used to enhance effectiveness of services provided to customers so that they will receive services that better meet their need. Therefore, the Company improves the risk overseeing process on information technology to support business patterns, and be consistent with the technology that rapidly changes, which may cause risks to safety of services, customer's data, and service continuity. To uplift the information technology risk oversight, the Company hires an outsourced advisor, namely ACIS Professional Center Co., Ltd, to manage information technology risks to meet the global standards and be in line with the oversight according to the notice of the Bank of Thailand associated with information technology risk oversight (Sor.Nor.Sor.21/2562). The consulting Company proceeds with GAP analysis and provides the policy about important information technology risk oversight as follows: IT Risk Management Policy and IT Outsourcing Policy.

Business Risks

Risk from failure by the Company to procure and acquire NPLs and NPAs in a sufficient amount and at reasonable prices, which will materially impact its growth, competitiveness, financial position, and performance

The Company's ability in revenue and cash flow generation and sustainable business expansion hinges on its ability to procure and acquire a sufficient amount of NPLs and NPAs at reasonable prices. However, a success in the procurement and acquisition of NPLs and NPAs depends on an array of uncontrollable factors such as changes in Thai economy and real estate market condition, competition in bidding for NPLs and NPAs among financial institutions, value, quality and type of NPLs and NPAs to be offered for sales by financial institutions, and the Company's ability to access funding sources. At the same time, the Company's business also relies on (a) changes to the laws, regulations or public

sector policies that are applicable to the Company and (b) policy, financial position and business operation plan of each financial institution with respect to their credit, NPL and NPA management. Due to the complexity and correlation of such factors, most of which are beyond the Company's control, the Company may be unable to procure NPLs and NPAs in a sufficient amount and at reasonable prices, which will have a significant adverse impact on its growth, competitiveness, financial position, and performance.

Failure by the Company to collect payments from debtors and generate revenue and cash flow from NPL management as targeted, whereas its performance depends mainly on its ability in collection of payments from debtors and effective NPL management and also on debtors' ability to pay their debts, whether in whole or in part

The generation of revenue and cash flow from NPLs depends on numerous factors, including the Company's ability to effectively manage NPLs within an appropriate period of time and other factors, which mostly are beyond the Company's control, such as debtors' ability to pay their debts, whether partly or wholly. This is because customers that are NPLs of the Company often have an insecure financial standing and poor operating performance with a tremendous need for financial assistance or have negative net assets, while some debtors are in the bankruptcy or debt restructuring process. If it is unable to restructure such debts and enforce the debt repayment, the Company may have to resort to other methods to generate revenue from its NPLs such as litigation, transfer and disposal of assets through sale and enforcement of collateral. These methods are time-consuming, costly and less effective or may require compliance with the laws, regulations or public sector policies then in force, whereas the outcome thereof might not be as expected by the Company. In some cases, moreover, the Company may not have a first-ranking right of enforcement over the collateral, while other creditors may have a higher-ranking preferential right over such collateral.

In addition, the Company may be unable to collect a sufficient amount from the enforcement of collateral to cover its investment cost or may even fail to collect any payment at all. In the business reorganization process by a court order under the bankruptcy law, if the court issues an order approving the business reorganization plan, which is approved by a majority of the creditors who have the rights of claims against the debtors, the Company may have to agree to such plan that may not be beneficial to it. Furthermore, the court may rule that the collateral be void or reject the petition for collateral enforcement whereby the Company may receive a limited amount of return or suffer a loss from such process and may be unable to collect the debts from its debtors and to recognize revenue from those NPLs as projected, which may have a significant adverse impact on its financial position and performance.

Fluctuations in Thai real estate market that could affect the Company's ability to generate revenue and cash flow from collateral underlying NPLs and NPAs

The Company is prone to risk involved with Thai real estate market condition, considering that all of the collateral underlying its NPLs and NPAs is located in Thailand. Its ability to generate revenue and cash flow from those assets hinges on the liquidity and condition of Thai real estate market. Given that such market condition does not turn out as predicted by the Company, sales and prices of its properties may decrease accordingly and it may take a long time for those assets to fully generate revenue. As such, the Company may have to sell them out under the terms and conditions of the sale and purchase agreements that will cause the Company to obtain lower benefits or to sell the assets at less-than-expected prices. Besides, a slowdown in Thai real estate business may make it more difficult for the

Company to market and sell its properties and may result in a higher cost of holding those assets. A decline in value of collateral underlying NPLs or NPAs may also cause the Company to record a higher amount of allowance for doubtful accounts of loans purchase and allowance for impairment of properties for sale.

Thai real estate market is influenced by a number of factors that are beyond the Company's control such as macro-economic condition, interest rate, inflation rate, household debts, city expansion rate, net personal income, demand and supply situation, and so on. Moreover, the government's adoption of any new laws, rules, regulations or policies that may directly or indirectly affect growth in the real estate market will likely have a significant adverse impact not only on the Company's ability to generate revenue and cash flow from collateral underlying NPLs and NPAs but also on its revenue, profitability, financial position, and performance.

Risk of a due diligence review on the Company's NPLs and NPAs being conducted based on information that is incomplete or not totally correct, thus likely leading to an error in determination of purchase prices of NPLs and NPAs

Since most of the NPLs and NPAs acquired by the Company do not have definite market prices, the Company has to determine purchase prices of those NPLs and NPAs based on several factors. For NPLs, the factors include competition, forecasting of debt collection from NPLs, collateral value, and debtors' history. In the case of NPAs, the factors consist of property appraisal carried out based on the data on those properties obtained by the Company and the due diligence review conducted by the Company itself, estimated expenses relating to management and sale of those assets, and market and competition situation in a given period. Therefore, failure to conduct the due diligence review and/or select NPLs and NPAs effectively may result in the Company not receiving a good return on investment or suffering a loss.

Before purchasing any NPLs and NPAs, the Company will conduct a due diligence review as deemed appropriate based on facts and environmental factors relevant to the purchase of any such NPLs and NPAs. Through all past years and in the future, the Company conducts the due diligence review using information obtained from the financial institution that sells NPLs and NPAs to the Company. It is likely that such information may be incomplete or not totally correct and the relevant facts that are essential or useful for evaluating the purchase may not be completely disclosed. Although the Company normally assigns its staff to make an onsite survey of the assets, the Company cannot access the collateralized assets when appraising such NPLs. Therefore, the Company may be unable to identify the encumbrances on or actual condition of those assets and may accordingly appraise the NPLs and NPAs at a price higher than a commrcially reasonable price due to a lack of complete or accurate information. These factors could affect the Company's profitability, financial position, and performance. For instance, the Company may not be aware of the encumbrances on the collateral or cannot ensure that it will obtain title to the collateralized assets without any shortcomings. Previously, the Company used to receive incomplete and inaccurate information on certain properties, which caused it to make a mistake in determining the purchase prices of those properties. Despite the fact that financial institutions generally give the Company a right to return the purchased NPLs and NPAs within a period of time specified in each agreement in the event that the information on such NPLs and NPAs provided by the financial institutions which are the sellers is incomplete or incorrect, the Company may be unable to recognize the deficiency or error of such information within the period specified, thus likely affecting the return obtainable by the Company from NPLs and NPAs.

The Company's staff who have duty to make a due diligence review determine the asset prices using their own discretion, assumptions, experience and personal view, which may neither ensure the accuracy nor reflect the true value of the assets. In general, the Company conducts the due diligence review, based on information received from financial institutions that sell NPLs and NPAs, in order to appraise the assets and set prices. In this respect, the projection on debt collection and asset selling is used as a basis for determination of purchase prices, which is a step that enables the due diligence process to be complete. If the information on such debt collection and asset selling projection is inaccurate or incomplete or leads to a misunderstanding, any decision made based on the said information may cause a risk of failing to purchase NPLs and NPAs as targeted. Moreover, making each due diligence review on a large volume of assets may result in greater errors in the appraisal or failure to complete the appraisal due to time constraints. Although these are trivial errors, a combination of such errors may impact the Company's overall profitability. Besides, the Company may decide to buy NPLs and NPAs at a price higher than a commercially reasonable price of those assets, which could adversely affect its financial position and performance.

Risk from the Company's asset appraisal being made based on various assumptions, which may cause the appraised value of collateral underlying NPLs and NPAs to fail to reflect the true value of those assets that the Company will recognize after selling such assets

The appraisal of collateral underlying NPLs and NPAs, which are presented in the Company's financial statements, is conducted by applying the regulations set forth by the BOT for financial institutions to adhere to. The Company arranges for the appraisal to be carried out by the SEC-approved independent appraisers and also by its internal appraisal team. Each appraiser may need to use his/her own judgment about some factors such as historical reference prices and may establish a set of assumptions that are subject to change and may be inaccurate or incomplete or not mirror the true value. In addition, the appraised value of collateral underlying NPLs and NPAs of the Company neither is a determinant of the sale and purchase price of those assets nor guarantees that the Company will be able to sell the assets at such price, whether at present or in the future. Besides, the price at which the Company can sell the assets may be lower than the appraised value of such assets. As a result, the inaccuracy of the appraisal conducted either by the independent appraisers or by the Company's internal appraisal team or the pricing method used by the Company may have an impact on the Company's decision-making on determination of the targeted return on investment from NPLs, debt restructuring, and determination of selling prices of NPAs, which could adversely affect the Company's business, financial position, and performance.

Risk associated with the Company's operation of NPL and NPA management business and possession of a massive amount of assets that are under strict supervision of the concerned authorities and changes in the applicable laws and regulations that may adversely affect the Company's business, financial position, and performance

The Company's NPL and NPA management business is subject to strict supervision whereby the Company must comply with all requirements under the related regulations, practice guidelines and policies with respect to debt restructuring, appraisal and sale of underlying collateral and NPAs, rules and procedures for NPA management, debt collection from debtors, debt write-off, tax-related regulations, and accounting standards. Moreover, as the owner of a large number of properties, the Company must abide by all requirements under the related regulations, practice guidelines and policies such as the land and building tax law, the environmental law, the town planning law, and other rules and regulations.

In this regard, the Land and Building Tax Act B.E. 2562 ("the Act") was already published in the Government Gazette on March 12, 2019 to replace the Building and Land Tax Act B.E. 2475 and the Local Development Tax Act B.E. 2508. Later, two subsequent royal decrees on tax reduction for certain types of land and buildings were enacted, and the Royal Decree Prescribing Land and Building Tax Rates B.E. 2564 was issued for applying to tax collection in the tax year 2022 onwards. As such, the Company may incur additional tax expenses on the land and immovable properties under its possession. Such incremental tax expenses may have a material adverse impact on its profitability, financial position, and operating performance.

Moreover, the Company's business operation could be affected by changes in the rules and regulations related to financial business or real estate business in Thailand. Failure by the Company to adjust to all those changes in a timely manner may have a significant adverse impact on its business, financial position, and performance. Besides, there still are uncertainties in the interpretation and enforcement of the new policies, laws, regulations or accounting standards. Given that the Company is unable to conform to those changes, it could be subject to the legal punishment or there could be negative effects on its business, financial position, and performance.

In the case where the creditor fails to act in accordance with the provisions set forth in the Civil and Commercial Code, this may result in the guarantor or mortgagor who is not the principal debtor being discharged from the liability as prescribed by laws. For instance, upon default by any debtor, if the creditor fails to send a written notice thereof to the guarantor or mortgagor who is not the principal debtor within the period specified by laws, the guarantor or mortgagor who is not the principal debtor (as the case may be) will be discharged from the liability for only interest, insurance claim, and accessories of obligations of such debt. After the end of the period specified by laws, the creditor shall send a written notice to that guarantor or mortgagor. Moreover, in the case of guarantee or mortgage of property as collateral for debt which is to be repaid by other person and has a definite repayment schedule, if the creditor



agrees to reschedule the debt repayment for the principal debtor without consent to such debt rescheduling from the guarantor or mortgagor who is not the principal debtor, this will result in the guarantor or mortgagor who is not the principal debtor being discharged from the liability. Therefore, in the restructuring of any debt that has a guarantor or mortgagor who is not the principal debtor, the Company may have to receive consent from that guarantor or mortgagor in order that the guarantee provided by such guarantor or the collateral of such mortgagor will remain enforceable after the debt restructuring. This process will limit the flexibility in debt restructuring by the Company. Given that the Company does not receive the consent from the guarantor or mortgagor who is not the principal debtor, the Company may have fewer alternatives for debt restructuring or debt compromise and may thus have to resort to mortgage enforcement, which usually is costly and time-consuming.

Besides, the liability of the mortgagor who is not the principal debtor is limited to value of the mortgaged property only, whereby any agreement requiring the mortgagor to be liable for any amount exceeding value of the mortgaged property shall become void. Nonetheless, in the case where the debtor, who is a juristic person and person having power to manage or control the operation of a juristic person, has mortgaged his own property as collateral for debt of such juristic person, that person may then execute a guarantee agreement for debt of the same juristic person and may assume the liability in the amount higher than value of the mortgaged property.

Despite the formulation of measures to ensure compliance with the laws so as to lessen the impacts of any amendments to those laws, the Company believes that the changes to such laws will have material impacts on the Company, particularly on its rights under the guarantee agreements or mortgage agreements for its NPLs in the case where such agreements are not made in conformity with the provisions of the aforementioned laws. In addition, although the Company's procedures for debt enforcement against the debtor and mortgage enforcement against the collateral that belongs to the debtor may not be significantly affected, the debt enforcement against the guarantor and mortgagor who is not the principal debtor will be more difficult and lengthier since the Company will have to follow the additional processes required by laws, which may adversely affect its financial position and performance.

Risk of the Company possibly being held liable due to legal disputes and other disputes in which the Company is occasionally involved

In the operation of its usual course of business, the Company has to be involved in legal disputes and other disputes. Generally, those disputes arise when (a) the Company seeks to collect outstanding debts from debtors, seize or sell the underlying collateral or enforce guarantees, pledges or mortgages, or (b) the Company and the counterparties in the purchase or sale of collateral underlying NPLs or NPAs of the Company request the court to issue an order certifying the legal right of each party. Also, the Company may face a lawsuit or be involved in other disputes from its normal course of business operation. For instance, the debtors that fail to pay the debt may resist having their properties seized by the Company and accordingly bring the disputes to the court. Moreover, in the case where the Company already took a legal action against a debtor and the said debtor made a counterclaim, if the Company anticipates that it may face damages from the lawsuit, whether already filed or prepared to be filed, or damages from any other disputes against the Company, the Company will record provisions for litigation in accordance with the related accounting policy or the Company's internal policy, which conforms to the Thai Financial Reporting Standards (TFRS) and the Thai

Accounting Standards (TAS). In this respect, the court's ruling or decision on the legal disputes in which the Company is involved may not be in the Company's favor, and the provisions for litigation may be inadequate to fully cover the actual damages arising from the court proceedings or other disputes. Nevertheless, if there is a change in the Company's risk assessment, this may cause a relative change in the provisions for litigation.

In addition, such lawsuits and disputes may lead to further investigation, inquiry and consideration process of the concerned authorities, which may tarnish the Company's reputation and increase its cost and expense in relation to such disputes. The Company may have to reallocate the resources used for its core business operation to such process. In its normal course of business operation in the future, the Company may remain involved in legal disputes and other disputes. As such, discontinuities in the Company's business operation as a result of the court proceedings or ruling against the Company, its directors or key executives may have a significant adverse impact on the Company's business, reputation, financial position, performance, and business opportunity.

Risk from competition that may affect the Company's business and growth strategy

The Company possesses a number of large-sized NPLs. As of December 31, 2021, the largest NPL of the Company accounted for 4.10 percent of its net loans purchased of receivables, and the top 10 largest NPLs made up an aggregate of approximately 8.60 percent of its net loans purchased of receivables. Therefore, if any of these major debtors fail to pay their debts within the specified period or default on their payment for whatever reasons, or if the Company fails to receive the full payment from the underlying collateral or fails to receive any payment from collateral enforcement, this will have a significant adverse impact on the Company's financial position and performance.

Moreover, since a large number of the Company's NPAs are located in Bangkok and its vicinities, the Company is accordingly prone to risk from a decline in prices of land in the country and prices of land in Bangkok and its vicinities. Any factors that lead to such land price decline may have a significant adverse impact on the Company's business, cash flow, financial position, and performance.

Risk associated with the dissatisfied debtors and protestors that may undermine the Company's reputation

The Company's business is concerned with debt restructuring negotiation, debt collection and/or collateral enforcement, which could arouse dissatisfaction among its debtors. It once appeared that a group of debtors staged a protest at the Company's headquarters and also at some of its branch offices, calling for the Company to reduce their debts. Although its business was unaffected by such event, the Company's operation and its relationship with and reputation among debtors might be ruined, given a repetition of similar incident in the future. A damage to the Company's reputation may affect its business and relationship with its customers, debtors and other contracted parties. Previously, the Company used to be sued by the dissatisfied debtors, which may occur again in the future and, if so, will incur litigation expenses together with potential liability from the lawsuit. Moreover, any criticism and dissemination of negative information against the Company may lead to a complaint or protest, which could obstruct or hinder the Company's business operation. These incidents may have a significant adverse impact on the Company's business, reputation, financial position, and performance.

Risk of the insurance taken out by the Company not fully covering the risk of loss to the Company

The Company generally takes out three types of insurance against risks: (a) directors and officers liability insurance, (b) all risks insurance for its office buildings, including third party liability insurance, and (c) fire insurance for constructions located on the collateral underlying NPLs and NPAs. Although the Company believes that the said insurance could cover any potential damage and plans to continue such insurance coverage, it is likely that the said insurance may not adequately cover the damage and loss that may arise in the future (e.g. damage to the collateral underlying NPLs or NPAs that is not caused by fire). If the insurance does not cover such damage and loss, there could be a significant adverse impact on the Company's financial position and performance. However, if the Company chooses to expand the insurance coverage, it will have to pay the premium at a higher rate. Besides, it may not be able to acquire insurance policy that provides the coverage and economic benefits as desired or may even be unable to acquire any insurance policy at all.

Risk from accident or intrusion into the Company's properties

The Company may encounter various situations in relation to the properties in its possession such as in the case where an injury from accident occurs on the Company's property or nearby area or there is an intruder illegally utilizing its property, which mostly occurs before a transfer of such property to the Company. Its property inspection and prevention measures may not efficiently protect against all potential accidents, intrusion, hostile possession or illegal use of its properties. As such, it is likely that the Company may face claims for damages from those injured in any such accident, or those who have illegally used its properties may cause damages for which the Company is made jointly liable, or the intruders may occupy or use its properties in a wrongful manner. Then, the Company may have to take some actions and relatively incur a great amount of expenses in order to restore its possessory rights over those properties or may even fail to acquire the possession of those properties, thereby likely resulting in a decline in value of such properties. Previously, the Company encountered a situation where it was unable to enter the properties transferred or acquired from collateral enforcement because there were intruders on the properties, which led to a delay in recognition of revenue from value of such properties and may accordingly have a negative impact on its financial position and performance.

Risk from access to or use of information that may tarnish the Company's reputation and adversely affect its business

Since the Company has to process abundance of customer data in its business operation, it is therefore prone to risk concerned with the access to and management of such information, including:

(a) The protection of data compiled and stored in the Company's IT system, as well as the protection against the intrusion of the IT system by outsiders or against the error or offence committed by the Company's employees;
(b) The importance given to data privacy, disclosure and protection; and
(c) The compliance with laws governing the use and disclosure of personal information.

Thailand begins to attach greater importance to laws and regulations on cyber security and personal information protection, as evident from the promulgation of the Personal Data Protection Act B.E. 2562, which was published in the Government Gazette on May 27, 2019 and is the first information protection legislation in Thailand. After this Act

has come into full force and effect and the subordinate legislation of this Act is issued within one year after the effective date of the Act, all individuals and business operators, including the Company, must collect, use or disclose personal information in accordance with the procedures and provisions of such Act. This includes the transfer of personal information to other countries. Currently, the Company has appointed the data protection officer (DPO) in accordance with Section 41 and Section 42 of the Personal Data Protection Act B.E. 2562 to ensure that the Company will perform the relevant tasks correctly and in conformity with the Personal Data Protection Act. Also, the Company has formulated the policy, measures and guidelines on IT and cyber security in accordance with the Cyber Security Act B.E. 2562 and established Information Technology Risk Management and Compliance Division and Personal Data Protection Support Division to monitor and ensure compliance with the rules and regulations under those two Acts.

In the preparation for compliance with the changing legislations, the Company may require additional resources and costs and may have to change its business operation and policy related to privacy issue, which may negatively affect its business. Failure by the Company to comply with the laws and regulations governing cyber security and personal data protection, both the existing laws and those to be enacted in the future, may accordingly result in legal disputes, penalties, legal punishment, and damage to its reputation.

Moreover, changes in customers' expectations and requirements with respect to personal data protection may limit the Company's ability to gather and use the data derived from its operation. This may negatively affect its ability to provide its services, thereby resulting in a significant adverse impact on the Company's business,

Risk involved with changes in the macro economy and market condition that could materially affect the Company's business

The Company's performance relates to the general macro-economic condition, the relevant policies and fluctuations in the money market and capital market, including, but not limited to, the financial cost, interest rate volatility, inflation rate, the Company's ability to acquire short-term and long-term financing, trend of the financial business sector, the government's monetary and fiscal policy and foreign exchange policy, fluctuations in currency value, tax policy, and laws and regulations that affect the financial industry.

The financial or economic downturn, uncertainties in the global financial situation, international trade wars, and public debt crisis plaguing some countries may erode confidence among investors and the global financial market. Moreover, concerns about inflation, energy cost, geopolitics issues, sources and cost of borrowing, unemployment rate, consumers' confidence, shrinking asset value, capital market fluctuations, stock price movement on the SET, and liquidity could all negatively affect the market.

A slowdown in the macro economy and the market condition will adversely impact the quality of the Company's NPLs, the value of collateral underlying NPLs and NPAs, the Company's business and business opportunity, as well as its liquidity and ability to secure funding sources under terms that are beneficial to the Company. These factors may negatively affect the Company's business, cash flow, financial position, and performance.



Moreover, risk has been incurred from the global spread of COVID-19 which broke out in early 2020. Such pandemic has dampened debt serviceability, which led to a decrease in interest income for the portion already received by the Company. Some customers have sought to join the debt moratorium scheme under the debtor assistance measures, while several customers have failed to pay either interest or principal and negotiated for deferment of their installment payments. Thus, the Company may be unable to purchase debts by auction from commercial banks since most of the debtors are still in the loan payment holiday period and banks still need not classify them as NPL. Besides, the Company expects that financial institutions will offer the bad debts arising due to COVID-19 for sales from late 2020 to early 2021. Such pandemic may accordingly have an adverse impact on the Company's performance in 2021. Nonetheless, the Company implements measures to minimize the effects and risks from this situation to a certain extent by laying down assistance measures for NPL debtors and NPA customers. The Company also adopts the guidelines on prevention of the spread of COVID-19 to ensure the employee caring measures are efficient and fit with the situation, comprising 1) announcement of guidelines for employees to prevent the spread of COVID-19, 2) formulation of BCP to prioritize the types of works under the COVID-19 situation, 3) designation of screening points for entry/exit into/from the office buildings, 4) spraying of disinfectants at the headquarters and branch offices nationwide, 5) formulation of practice guide for employees in case there are persons found to contract COVID-19 within the office building, 6) establishment of BAM Isolation Unit at De Val Resort in Nakhon Nayok Province to accommodate the COVID-19 infected employees who show no or mild symptoms, 7) determination of the percentage of working from home according to the COVID-19 situation, and 8) campaign for and seeking of cooperation from all employees in receiving vaccinations against the COVID-19.

Risk of environmental, social and governance (ESG) impacts

The Company's operation may create environmental, social and governance (ESG) impacts. For instance, the emissions of pollutants or greenhouse gas from the use of electricity and vehicles or discharge of waste water create impacts on the environment, society and community. The poor work environment and ventilation system may create negative health impacts on employees and visiting customers. Moreover, the absence of good corporate governance may give rise to corruption or seeking of personal or friends' benefit in bad faith.

The Company attaches importance to good corporate governance by establishing Corporate Governance and Risk Management Group, which reports directly to the Corporate Governance and Social Responsibility Committee and the Risk Oversight Committee and has duties to oversee and ensure compliance with the rules, regulations, provisions and requirements of the regulatory bodies and to encourage firm-wide risk management so as to create opportunities and mitigate risks that will affect the Company's profitability, competitiveness, image, reputation and sustainability. Moreover, the Company has set up the Social Responsibility Working Committee to support activities relating to education, assistance to the less fortunate, and other public benefit activities; the Safety, Occupational Health and Workplace Environment Committee whose role and duties are to support the creation of a safe and healthy work environment; and the Energy Management Working Committee to manage energy in accordance with the Company's energy conservation policy and energy management approach. These will help prevent and mitigate the said risk to a certain level.

Risk associated with the COVID-19 pandemic

The Company is exposed to risk incurred from the global spread of COVID-19, which broke out in 2020 and has still lingered on to 2021. The pandemic has dampened debt serviceability, which led to a decrease in interest income for the portion already received by the Company. Some customers have sought to join the debt moratorium scheme under the debtor assistance measures, while several customers have failed to pay either interest or principal and negotiated for deferment of their installment payments. Thus, the Company may be unable to purchase debts by auction from commercial banks since most of the debtors are still in the loan payment holiday period and banks still need not classify them as NPL. The pandemic may accordingly have an adverse impact on the Company's performance in 2021. Nonetheless, the Company implements measures to minimize the effects and risks from this situation to a certain extent by laying down assistance measures for NPL debtors and NPA customers. The measures include (1) suspension of principal and interest payments; (2) suspension of principal and interest payments for three months and, after that, payment of interest only; and (3) suspension of principal repayments (payment of interest only). Moreover, the Company strictly follows the guidelines of the Department of Disease Control, Ministry of Public Health, to ensure its employee caring measures are efficient and fit with the situation, and also instructs the employees to strictly observe the measures for prevention of the spread of the virus to help enhance safety for the overall society. At the same time, the Company has mapped out the BCP in the COVID-19 situation, entailing announcement of the practice guide for employees in case there are persons found to contract COVID-19 within the office building, order for the tightening of preventive measures in response to the new wave of COVID-19, announcement of the determination of percentage of employees to work from home (WFH) and work in office (WIO), adoption of the daily health reporting system, policy on employee grouping in the COVID-19 situation, implementation of measures for checking and screening of all employees

and outsource staff by requiring them to conduct the rapid antigen testing on every Monday before coming to the office and also screening of advisors, guest speakers, service providers or any outsiders having to perform some tasks in the building by requiring them to show a negative antigen testing result (not infected) of not over one week, etc. The aim is to ensure that the Company's significant transactions could be conducted uninterruptedly.

Cyber risk

Today, digital technology has played a very crucial role in people's daily lives and works. This, coupled with the COVID-19 outbreak, has led the way of life and business operation to change in leaps and bounds. For example, some business processes, which were earlier performed manually, have now been digitized. Risk from cyber threat is considered critical and could affect the Company's operation, especially its network system and core operating system where personal data are stored. Any personal data breach can affect the Company's operation and reputation. Giving importance to this problem, the Company has planned for and invested in development of its operating system to support new technologies and installed devices and software to enhance the IT security and cope with the cyber risk, as well as drawn up plans to handle the problem and create awareness among the employees on a regular basis. Also, the Company has redesigned its servicing and business processes with enhanced cyber security in the case where the employees are required to work from home under the government's measures and must connect to the Company's IT system in order to protect against cyber thieves or attacks. The Company has established guidelines on prevention of cyber threat and given importance to IT risk based on three key principles: 1) confidentiality, 2) integrity, and 3) availability, while striving for the protection of data and customer interest.

Financial Risks

Liquidity risk

Since its business is capital intensive, the Company needs to always have adequate liquidity. A plunge into liquidity crunch might erode the confidence of its counterparties and stakeholders such as lenders and financial institutions that sell their NPLs and NPAs to the Company. Factors which could adversely affect its liquidity include, among others, changes in macro economy, money market and public sector policies that are unfavorable to its business operation and ability to procure loans with commercially acceptable terms and conditions, stricter supervision by the concerned regulatory bodies, and failure to collect payments from its NPL and NPA management business sufficiently or according to the established strategy or goal.

The Company usually issues promissory notes to pay for the purchased NPLs or NPAs. Any payment with a high value for such issued debt instruments and loans that become due may sometimes affect its liquidity and also limit and reduce its ability to additionally purchase a large amount of NPLs and NPAs.

Furthermore, under some of the Company's loan agreements, the lenders are entitled to adjust the interest rates in the case where FIDF's shareholding is lower than 40.0 percent. Currently, FIDF holds 45.8 percent of the total issued and paid-up shares of the Company (data as of April 27, 2021 which was the latest register book closing date of the Company). As at December 31, 2021, the total amount of the outstanding loans under such loan agreements was approximately Baht 18,264.60 million. An upward adjustment of the interest rates under those loan agreements is likely to have a significant adverse impact on the Company's liquidity, financial position, and performance.

Failure to efficiently manage its cash flow could affect its ability to acquire NPLs and NPAs and allocate funds for loan repayment. In this case, the Company may have to seek, or may be unable to seek, other funding sources with non-commercially acceptable terms and conditions, thus negatively affecting its business, financial position, and performance.

Risk from a downgrade of the Company's credit rating

As of March 11, 2021, the Company's credit rating, as assigned by TRIS Rating Co., Ltd. ("TRIS"), stood at A-. If its credit rating is downgraded in the future, this may negatively affect the Company's ability to mobilize funds under the terms and conditions and/or at the interest rates that will provide commercial benefits to the Company, which may have a significant adverse impact on its business, cash flow, financial position, performance and business opportunity.

Risks Impacting Rights or Investments of Securities Holders

Risk of the Company's major shareholders taking any act that adversely affects the Company

FIDF holds 45.8 percent (data as of April 27, 2021 which was the latest register book closing date of the Company) of the Company's total issued and paid-up shares and still is the Company's major shareholder. As long as the Company's major shareholders retain the proportion of shareholding that gives them the majority of the voting rights, they will maintain a crucial part in the decision-making process for any matters that require the approval of the shareholders' meeting, including the appointment of the Board of Directors. Moreover, such major shareholders may exercise their voting rights at the shareholders' meeting to acquire the resolution they desire, though such resolution may conflict with the interest of the Company and other shareholders.

Part 1

Business Operations and Performance

3 Driving Business for Sustainability

Driving Business for Sustainability


ESG

BAM and Sustainable Development

Bangkok Commercial Asset Management Public Company Limited or BAM creates opportunities and value through integrated asset management. In an effort to stimulate Thai economy and society to achieve sustainable growth and maintain the Company's status as the largest asset management company (AMC) in Thailand, the Company has a mission to manage non-performing loans (NPL) with policies that aim to help debtors, resolve the issues of NPL in financial institutions and provide the ability to recuperate assets to generate performing loans back to the economy including management of non-performing assets (NPA), to restore second-hand real estate business back to quality and available for sale at a reasonable price. These objectives are achieved by effectively outlining policies, plans, and business strategies with adequate essential sustainability concerns for stakeholders under BAM's '5 Good' concepts: "Good for the country", "Good for society", 'Good for customers and debtors', "Good for shareholders", and 'Good for employees", which will cover environmental, social, and governance dimensions and ensure sustainable growth in all relevant dimensions.

Policies and Sustainability Management Goals

BAM integrates sustainability policies and plans into its business operations by connecting to its visions, missions, strategies, and business direction. BAM is committed to playing a crucial role in the recovery of non-performing assets throughout the country, helping to strengthen the economic system through excellent organizational management to ensure customers and stakeholders' satisfaction with good governance and effective risk management, resolving conflicts of interests, and determining information disclosure pertaining to financial reports and non-financial information that is adequate, reliable, and up-to-date for all stakeholders to receive equally. Those duties are to ensure that the value meets the shareholders' expectations, with the belief that good business practices must take all stakeholders into account in order to generate proper driving forces and growth, with focusing on the importance of balancing three dimensions: environment, society, and good governance, which are critical foundations for stable and sustainable business growth and development.

Corporate Governance

Good Practice

1. BAM's intention is to operate the business efficiently and in accordance with good governance, with the focus on generating benefits for general stakeholders.

2. The Board of Directors, executives, and employees at all levels are committed to adhering to and practicing the principles of good corporate governance in accordance with the following 7 international standards:

Accountability
(Responsibility to the performance results of one's duty)

Responsibility
(Consciousness of one's duty with sufficient capability and efficiency)

Equitable Treatment
(Equitable treatment of shareholders of all types)

Transparency
(Verifiability in operational transparency and disclosure of information)

Value Creation
(Generating additional value to the business both in the short term and in the long term)

Ethics
(Promoting excellence and good work ethics in business conducts)

Social Awareness
(Implementing awareness of social responsibility in business conducts)

3. BAM will support and encourage shareholders in exercising their rights in an equitable and fair manner.

4. The Board will carry out its obligations with devotion and responsibility, ensure independence, and establish clearly defined roles and responsibilities. They will operate the business for the highest benefit of BAM and take into consideration the roles of various stakeholders.

5. The Board will be a leading authority of ethics, serving as an example in conducting business in accordance with BAM's good corporate governance guidelines, as well as managing and resolving conflicts of interests.

6. BAM realizes the significance of various groups of stakeholders, both internal and external, such as shareholders, government sectors, customers, creditors, business partners, competitors, society, and the environment. BAM's Board of Directors and employees will treat each sector appropriately in order to meet each of their respective demands.

7. Ensure that the disclosure of information on both financial reports and non-financial information is adequate, reliable, and up-to-date in order for stakeholders to receive information in an equitable manner.

Performance in 2021

1. Conducting public relations campaigns on the principles of good corporate governance through BAM's various channels to generate continuous awareness and acknowledgement.

2. Participate in a survey project to monitor and evaluate the development of corporate governance of registered companies (Corporate Governance Report of Thai Companies: CGR) of 2021 conducted by the Thai Institute of Directors Association in accordance with the criteria of the survey on corporate governance of Thai registered companies. The company received an average score of 87 percent as a result of the 2021 assessment, placing it in the "very good" category.

3. BAM organized the BAM CG DAY 2021 event for the second year in a row on November 25th, 2021. The event was organized with a New Normal approach under the theme of "CG Focus 2021: Move Forward Together" in order to emphasize the mission of corporate governance under the principles of environmental, social and governance (ESG) in an effort to drive the economy and society sustainably. This includes enhancing awareness that the organization values good corporate governance and demonstrating the intent that BAM and its directors, executives and employees will adhere to and perform in compliance with the principles of good corporate governance in order to establish confidence with investors and stakeholders.

Goals in 2022

BAM continues to develop and enhance good corporate governance in order to improve BAM's Corporate Governance Report (CGR) assessment results from Very Good to Excellent.)



Anti-corruption and Misconduct

Good Practice

1. BAM's Board of Directors states that "BAM's directors and personnel at all levels are prohibited from accepting any form of corruption, both directly and indirectly, which includes giving or receiving money, gifts, complimentary presents, or any other benefits of dishonest nature, including improper receptions from business associates such customers, debtors, creditors, trading partners, cooperation partners, business partners, and other stakeholders. In addition, any action which will result in a conflict of interest - whether for oneself or one's families and friends - is forbidden. They are required to perform duties toward all stakeholders equitably. BAM must maintain its neutrality and be non-political in its business conducts. This extends to employees, trading partners, customers, and stakeholders both domestic and international. Personnel at all levels of BAM are required to comply with the guidelines as defined in the Anti-Corruption Policy and Code of Business Ethics.

2. Report any corruption and misconduct to ensure a reliable financial report, and consider the risks posed by corruption and misconduct in business operations, which will be closely and regularly monitored in accordance with the principles of good corporate governance and BAM's Code of Business Ethics.

2.1 BAM has set up channels to receive complaints and tips for employees, customers, and outsiders to report any discovered corruption and misconduct related to BAM through senior management/Corporate Communications and Investor Relations (Customer Relations Center) / Human Resources Department / Internal Audit Department / Post / E-mail / Telephone / Fax / Electronic channels (Internet / Website) and others as specified, and procedures will be taken to address the complaints until a resolution is reached.

2.2 BAM has imposed measures to receive complaints/tips on any behavior or event that violates the principles and practices of good corporate governance and business ethics including fraud, soliciting, accepting, or offering any unlawful benefits, failing to comply with the Code of Business Ethics, neglecting to inform any violation of the aforementioned principles or failure to comply with the Code of Business Ethics, as well as not cooperating or obstructing investigative operations.

3. Directors and personnel at all levels of BAM who have committed acts of corruption are considered to be in violation of BAM's Code of Business Ethics, which must be subjected to disciplinary actions in accordance with BAM regulations and punished by law if such acts are illegal.

4. BAM has formulated annual risk assessments of corruption within the organization.

5. In regard to building business relationship and procurement processes, BAM does not practice bribery in any business operations with trade partners, government agencies or organizations that BAM has business contracts with. All BAM operations must be done in a transparent manner and in accordance with the relevant laws.

6. Cultivate and foster a good conscience among directors, personnel at all levels of BAM including other associates of BAM and stakeholders to be aware that they must fulfil their duties with honesty and do not seek personal benefits or other conveniences from their own positions.

7. Establish guidelines for fact-checking rules and procedures for receiving complaints/tips in a timely manner with transparency and fairness to all parties, as well as taking measures to resolve, improve, and impose penalties on violators. The names of witnesses will be protected and concealed from the complainer/informant listed by BAM both before and after the procedures, and all relevant information will be considered confidential and disclosed only as needed with concern to the complainer/informant's safety, the source of information or involved individuals. If the complainer/informant has suffered any harm or damage, they will be compensated through a proper and just process as soon as possible.

Performance in 2021

1. In January 2021, BAM has taken action to formulate the previous year's "Annual Disclosure Report in accordance with Good Corporate Governance Principles of Senior Executives, Executives, and Employees".

2. For the second year in a row, BAM has organized a training to expand the partnership coalition against corruption on December 15, 2021, which was hosted in an online format. Mr. Thongchai Chailohakul, Executive Vice President - Corporate Governance and Risk Management Division, acted as a lecturer during the event. 57 BAM partners from across the country attended this training, and all were willing to declare their intention to join the

coalition against corruption with BAM, which will provide BAM with strong partners capable of conducting business cooperation with sustainability and transparency.

3. Mrs. Thongurai Limpiti, Chairman of the Board of Bangkok Commercial Asset Management PCL (BAM), has received Thai Private Sector Collective Action Against Corruption (CAC) certification for the second time on December 22, 2021, at the Thailand 11th National Conference on Collective Action Against Corruption "Spotlight on Clean Business" event, hosted in a virtual format, demonstrating BAM's commitment as an organization that operates its business with transparency and does not tolerate any form of corruption.

Goals in 2022

1. Communicate with all executives and employees to aware of strictly comply with the anti-corruption policy as defined by BAM.

2. Conduct training sessions to expand the anti-corruption coalition with trading partners continuously.



Guidelines for Formulating a Report on Driving Business for Sustainability

This report is created with the purpose of presenting operating results in the year 2021 from January 1 - December 31, 2021, relating to sustainable business management in correlation with economic, social, and environmental issues. BAM has formulated and disclosed the information in this report in compliance with the Global Reporting Initiative Standard (GRI Standard 2018) and UN Sustainability Development Goals.



Achievement Award

By receiving various awards from domestic and international institutions, BAM demonstrates its success in effective asset management as well as its determination to develop the organization to grow and progress sustainably. BAM is proud to present these awards which reflect its ability to conduct business effectively enough to be recognized.

Best Investor Relations Thailand 2021 Award

Best Distressed Asset Management Company Thailand 2021 Award

from the International Business Magazine Awards 2021 Event hosted by International Business Magazine, a leading business and finance magazine from Dubai, United Arab Emirates. The company selects various organizations whose performances are in accordance with the awards criteria, which makes its recognition a strong guarantee for many leading business organizations in various countries of their performances which reflect a responsibility to the economy, society, communities, and environment, which can help them achieve sustainable growth and be accepted both domestically and internationally.



Best In House Investor Relations Team – Distressed Asset Management Award

Best Distressed Asset Management Company Award

from International Finance Awards Event organized by International Finance Publications Limited, UK's leading business and finance magazine. The awards prioritize honoring individuals and organizations in the international financial industry that remarkably conduct business in various kinds and are valuable in the global financial sector. Furthermore, the "International Finance Awards" also demonstrate the highest standards of innovation and corporate performance which aim to create workmanship and dedicated to support the financial industry to advance and grow further.



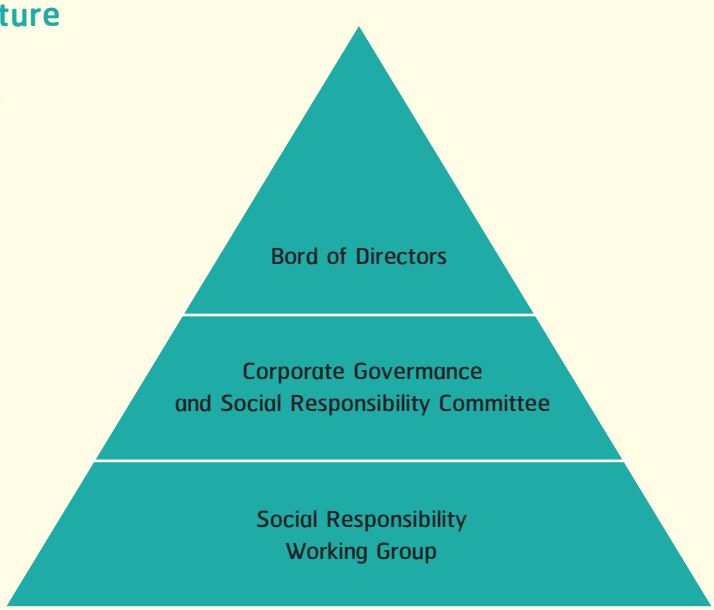
MEA ENERGY AWARDS
อาคารประหยัดพลังงาน



Energy-saving and High Air Quality Standard Award 2021, received from participating in the "6th Energy Saving Building Project' contest during the MEA Energy Awards, which is hosted by the Metropolitan Electricity Authority (MEA), which is a contest held to select energy-saving buildings that passed the evaluation criteria set by MEA for each type of buildings, using the standards employed within the project: the Management of Energy Achievement Index (MEA Index) developed by the MEA as an energy usage indicator, as well as an Indoor Air Quality Index (IAQ Index) If a building has passed the standards set by the MEA, they will receive a badge of honor as proof of efficient energy consumption and good air quality within the building. Furthermore, it is part of the country's campaign to reduce energy consumption and carbon dioxide emissions to alleviate the effects of global warming. The building will serve as a model of energy-saving building for the country.

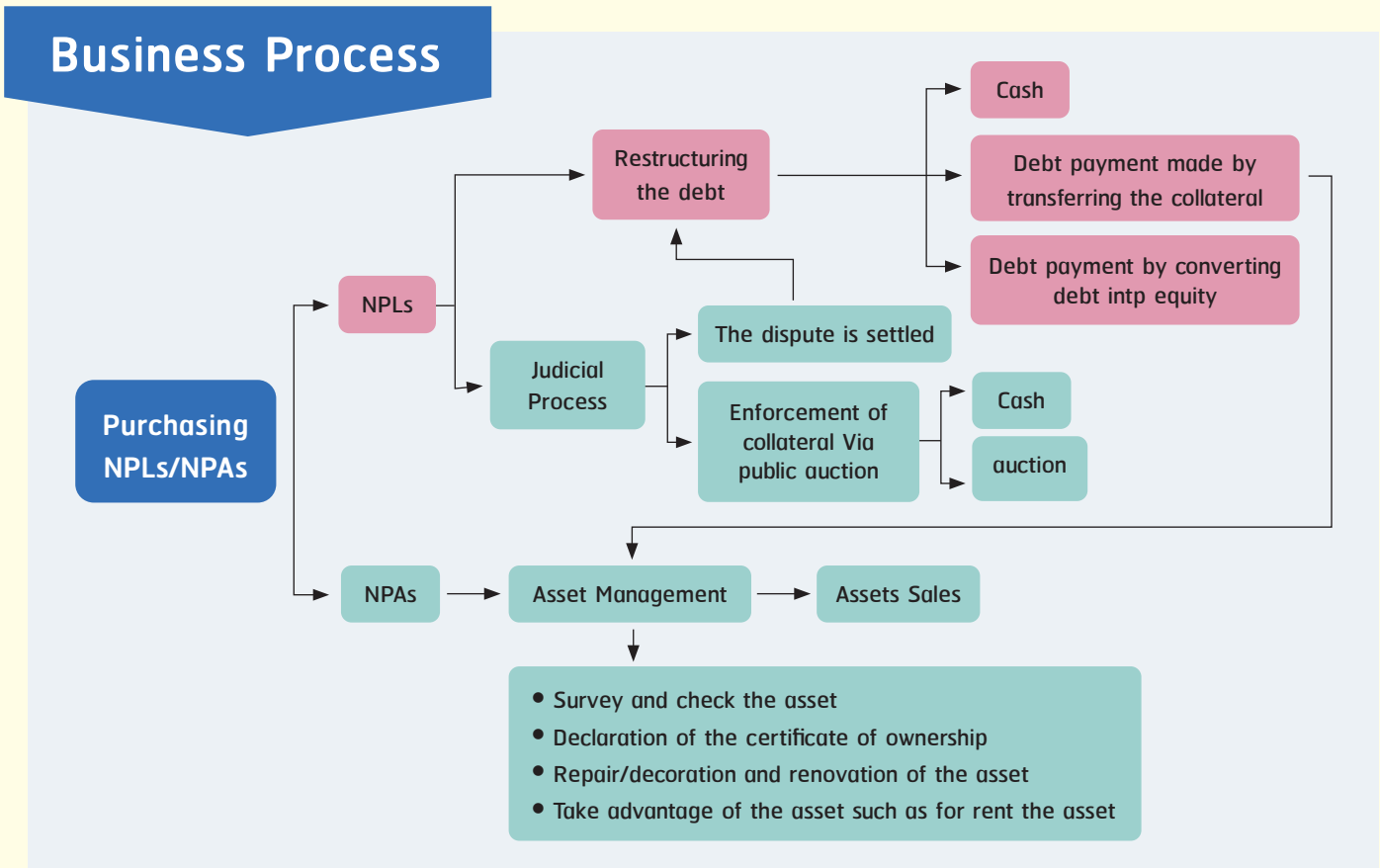
Integrated Sustainable Development Structure

Integrated Sustainable Development Management Structure, consisting of the Board of Directors, who sets policies and operates on sustainable development. The Corporate Governance and Social Responsibility Committee and the Social Responsibility Working Group will supervise and monitor performance, review guidelines, provide opinions and suggestions, and encourage employees to participate in various activities. The Chief Executive Officer will serve as the leading figure in supporting and encouraging the organization to drive toward sustainable development and achieve goals.



Managing Impact on Stakeholders in the Business Value Chain

Business Value Chain



BAM buys and receives transfers of non-performing loans/assets in the financial institution system to manage and resolve issues in order to support the swift recovery of domestic economy through business strategies and plans.

Non-performing loans (NPL), where debtors face liquidity problems, can be fixed in part through debt restructure, which can bring about a resolution without going through a court process or enforcing collateral to sell at auction. There are various measures in place to compound a debt which allows retail debtors to gain collateral back, which could be a residential or a commercial lot, while large debtors could continue to operate their business and contribute to economic circulation with more lenient requirements through debt reconciliation measures on a voluntary basis. There are guidelines for cooperation between both parties to reach a resolution and mutual benefits.

In addition, BAM also issued measures or projects to relieve the suffering of debtors or customers such as measures to help retail customers and SME customers affected by the COVID-19 epidemic situation, which affects customers' ability to pay in installments, through debt restructuring with BAM's 'Overcome COVID Crisis Measures', such as the 'Suk Jai Dai Ban Khun' Project and the 'Reviving Business With BAM' Project.

Foreclosed Property Management (NPA) with survey operations, property inspection, and property repairing and renovating - which will be carried out after embroidering the title plate, with focus on property development and create potential in accordance with the business policy with social responsibility (CSR In - Process) and environmental protection. This is done by renovating a BAM house into an energy-saving home and use environmentally friendly materials, as well as promoting sales to stimulate the economy through various projects to create opportunities for customers or low-income earners to have homes of their own, including helping people and investors during the economic downturn to be able to own real estate or places to run businesses with a project to help buyers in accordance with BAM's "Buy Properties in Installments with BAM" Project, such as "public-priced condo projects", "REFINANCE installment project", "Real Estate for the Future" project, which allows more foreclosed properties to be released. This has a positive effect on the big picture of the real estate sector and helps develop the country's economic system.





Stakeholder Analysis in the Business Value Chain

Business Sustainability is based on conducting business with responsibility to the environment and society, having good morals in management, creating growth together with stakeholders along the value chain, creating value for all stakeholders in an equitable manner, as well as allowing stakeholders to participate in integrated sustainable development including acknowledging and understanding the needs and expectations of stakeholders, which will bring about the formulation of operational and stakeholders' appropriate treatment procedures guidelines that are in accordance with BAM's "5D" Project: "Good for country, good for society, good for customers or debtors, good for shareholders, and good for employees".

Stakeholders	Policy	Operational guidelines and Procedure of treatment toward stakeholders
1. Country	BAM is regulated by the Bank of Thailand, conducting the business of buying and transferring of non-performing loans from financialnstitutions for professional management, as well as managing non-performing assets efficiently and comprehensively by aiming to create benefits to help revitalize the country's economy to develop and grow sustainably.	- Resolution of non-performing loans (NPL) issues in the country's financial institutional system - Management of non-performing assets (NPA) to ensure quality available for sale at fair prices, revitalize real estate business, develop and drive the Thai economy for continuous and sustainable growth.
2. Society	BAM gives precedence on social responsibility, promoting, supporting, helping, and contributing to improving the quality of life and developing Thai society. It carries out its activities under the scope and guidelines for building good relationships with the public and private sectors, as well as to coordinate cooperation in sustainable social development continuously and substantially.	- Develops housing which shows potential in accordance with the policy of conducting business with social responsibility and care for the environment through renovating BAM houses into energy-saving houses with clean air and environmental-friendly materials. - Improves the quality of life, reduces social inequality, builds strong and sustainable communities by organizing projects and activities such as educational projects, public health projects, and assistance to the underprivileged or the needy. - Promotes and supports public service activities, music, sports, religion, art and culture, and the environment. - Educates, creates career in accordance with the 'Upskill for the New Normal Life' Project via online media. - Organizes "HOPE" Project: a housing development project for the homeless people in the community - **BAM Property Design Contest** Project by cooperating with the Department of Interior Architecture and the Faculty of Architecture, Chulalongkorn University to design a house that adheres to the concept of an innovative environmental-friendly house that focuses on saving energy and environment-friendly, including designs which adapt civilized architecture guidelines that take into account the convenience of use and safety for the elderly.

Stakeholders	Policy	Operational guidelines and Procedure of treatment toward stakeholders
3. Customers or Debtors	BAM supports and provides customers or debtors the opportunity to earn back their good credit status with debt restructure. Debtors will regain their collaterals and businesses in order to be able to manage their non-performing assets by improving their properties to have better quality and organizing sales boosting activities within a reasonable budget and price.	- Provides assistance in resolving debtors' issues and debt restructuring through debt composition measures, which will allow the debtors to regain their residence or collateral assets back with lenient conditions. - Improves the quality of NPA and organizes sales boosting activities to help clients and create opportunities for low-income earners to have better chances of owning a residence. - Alleviates the suffering of clients or debtors with measures to help them during the COVID-19 crisis. - Builds a good relationship with customers by organizing activities in various festivals, giving souvenirs, sending birthday messages and caring quotes to express concern during the COVID-19 crisis via SMS and E-mail to reduce paper usages. - Open a channel to accept opinions, suggestions and answer customers by providing information via web chatbot and line chatbot.
4. Shareholders	BAM operates its business with shareholders in mind through transparent and honest management. The listing of shares in the Stock Exchange of Thailand is the first step to becoming a truly public company. The company also commits to fundraising to increase its business opportunities, which will be beneficial to the development and stability of the economy, generating suitable returns for investors.	- Organizes the Annual General Meeting of Shareholders once a year to give shareholders an opportunity to acknowledge operation results and participate in decision making. - Disclosure of information related to the company's business operations to investors through the SETLink system of the Stock Exchange of Thailand, company website, and annual report. - Participates in the "Set Opportunity Day" activity; a day for listed companies to meet with investors. - Organizes company visits and quarterly analyst meetings. - Provides channels for inquiries via the website and answers questions via ir@bam.co.th
5. Employees	BAM provides reasonable compensations and plans for training programs to enhance knowledge skills, develops employees' abilities in accordance with the direction of business growth in a systematic way. BAM also provides full welfare under the law, encourages cooperation between employees, fosters a charitable personality, and organizes activities that are beneficial to society.	- Paying wages and work compensations will comply with BAM regulations and/or the law. - Formulates employee development plans to develop knowledge and skills by organizing seminars and training programs regularly. - Supports orientation for career growth and career advancement by awarding scholarships for master's degree, both domestic and abroad. - Establishes measures and communicates various kind of knowledge related to safety, occupational health, and working environment in accordance with the law and maintains good safety standards for the employees' well-being.

Stakeholders	Policy	Operational guidelines and Procedure of treatment toward stakeholders
		-- Establishes operational policies for the safety of employees during the COVID-19 Crisis. - Communicates information through various communication channels and arrange meetings between senior management and employees with a willingness to accept opinions through open channels. - Organizes various activities to increase positive attitudes and encourages employees to participate in energy conservation through activities such as the "BAM Join Together, Save Energy" activity, the "Reduce Plastic Bags Usage" activity, and the donation of used plastic bottles to make PPE suits for the medical professionals during COVID-19 situation. - Encourages employees to participate in activities to help communities and society.

Sustainability Management in Environmental Dimensions

Environmental Policies and Practices

BAM is committed to energy conservation in accordance with its main missions: to participate in the contribution of continuous and sustainable development of the Thai economy and society, to be environmentally friendly, and to create a better quality of life for personnel, all to ensure efficient energy management and maximum benefit. The senior management has been planning operations and setting goals for continuous performances through the announcement of energy management policies until now.

Practice Designation

1. Develops and seeks knowledge to manage and completely prevent pollution that occurred.
2. Acknowledges the sustainable use of resources.
3. Promotes work in activities to reduce and resolve global warming issue.
4. Encourages the impart of environmental knowledge among employees to create understanding and instill into the organization's culture, leading them to sustainable practices.

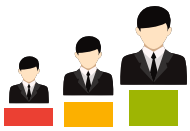
Operational Goals

BAM will implement and develop an appropriate energy management system by making energy conservation as an integral part of its business operations and being environmentally friendly, reducing unnecessary waste of energy to achieve maximum efficiency, including continuous monitoring and evaluating without resulting in performance degradation and it is the duty of all personnel in the organization to cooperate.

In this regard, various projects related to energy reduction and environmental protection have been established, as well as conducting communication and providing education for executives and employees, preparing of public relations media for energy management, safety, occupational health and working environment, including campaigning and inviting to create cooperation and unity by organizing energy conservation and environmental protection activities as well as using resources for maximum efficiency to reduce the impact on the environment.

Environmental Performance

BAM focuses on the development of 3P core operations through activities to motivate all employees to participate, including the development of continuous and sustainable energy conservation.



Human Development (People)

organizing annual training programs to create awareness on energy conservation for personnel both inside and outside the organization, as well as organizing activities to create the development of new knowledges that can be put into practice for concrete and sustainability.

Improve Workplace Efficiency (Place)



The potential of energy consumption of the equipment and machinery is periodically assessed, including formulating a plan to improve the machinery to be more efficient and finding ways of improvement by considering system measures with high energy consumption or machines with low efficiency. Bam also attaches importance to renewable energy by studying the way to install solar power generation systems. Although the break-even period is long, BAM is ready to encourage the adoption of clean energy to meet the demand for environmentally friendly buildings.



Creates a system (Process)

co-creating a system and measures to conserve energy continually and sustainably, including the development of work procedures in accordance with energy conservation, analysis of work processes to reduce waste and increase the efficiency of work and the preparation of an energy conservation manual in the organization.

Measures to Conserve Energy and the Environment

1. Equipment Improvements to Increase Efficiency and Reduce Environmental Impact

Replacing high-efficiency LED bulbs can reduce energy consumption up to 183,213.62 units per year and reduce CO2 emissions 109.67 tons CO2 per year (Emission Factor of electricity 1 kWh = 0.5986 kgCO_2e)

Installing a solar power generation system (Solar cell) with a size of 70 kWp can produce a total of 30,025.48 kWh of electricity, which reduces CO_2 emissions 17.97 tons CO_2 per year (Emission Factor of electricity 1 kWh = 0.5986 kgCO_2e).



Replacing high-efficiency motors in a centralized chiller system can reduce energy consumption by 7,452 units per year and reduce CO_2 emissions by 4.46 tons CO_2 per year (Emission Factor of electricity 1 kWh = 0.5986 kgCO_2e).

2. Reducing the use of electricity and water supply 1

Electricity usage in 2021 reduced by 302,000 kWh or equivalent to 13.71% representing a reduction of 180.78 tons of CO_2 emissions per year (Emission Factor of electricity 1 kWh = 0.5986 kgCO_2e).

The usage of tap water in 2021 reduced by 1,655 cubic meters or 5.84%, which can reduce CO2 emissions by 1.32 tons CO_2 per year (Emission Factor of tap water PWA. 1 cubic meter = 0.7948 kgCO2e)

3. Raising awareness of energy and environmental conservation

3.1 "BAM Energy Ambassador Contest" acts as a leader in public relations of energy conservation activities both inside and outside, planning of various activities to improve a positive attitude and participation in energy conservation.

3.2 "BAM joins together to reduce energy consumption contest" the event with an objective to reduce the electricity consumption of BAM in the regions where the offices are located, by comparing the electricity consumption in different offices of the region during 2020- 2021.

3.3 "Reduce the usage of plastic bags" activity inviting employees to reduce and stop using plastic bags and then change to use cloth bags instead in order to take care of natural resources and the environment.

3.4 "Growing Happiness" activity, according to the concept of learning to take care of each other and grow without hurting each other, employees are encouraged to take photos with the trees in their care, along with catchy captions, and send the pictures to join the activity, allowing employees to relieve stress while working from home during the epidemic situation of COVID-19 and promoting environmental conservation.



4. Environmental project support

4.1 Waste management projects in the property foreclosed of BAM

Waste Management Project occurred due to the vision of the management team in considering the environmental impacts along with business operations. If it is found that the assets obtained from the asset management process contain waste in the area, which may affect the environment or surrounding communities, BAM will focus on solving the problem urgently by procuring companies with knowledge and experiences in waste disposal and a licenses issued by government agency to carry out the removal of local waste by disposing properly in accordance with technical and legal principles

In 2021, BAM has disposed of waste in the area of land, title deeds No. 22223 and 22224, Tha Kham Subdistrict, Bang Pakong District, Chachoengsao Province, total area of 12-1-82 rai legitimately according to academic principles and laws, as well as adjusted the area to a suitable condition after the waste has been disposed.

4.2 Supporting the "Separate Bottles to Help Doctors Project" by inviting employees to donate used plastic bottles. The PET plastic bottles are used to produce fibers and woven into reusable PPE suits for healthcare workers during the COVID-19 situation. From the selection process, the non-PET plastic bottles will go into the recycling system. This project also solves the environmental management problems and reduces the amount of waste.



4.3 Environmental conservation activities. Giving away a set of steel frames with separate waste bins. Nowadays, solid waste is an important environmental problem caused by non-standard waste management behavior that causes pollution, therefore, waste management should start from elementary school which is a basic educational institution by educating and creating an understanding of the types of waste, practicing waste segregation including selecting waste that can be reused or sold to create value, resulting in more efficient waste management. It is to keep environment within the school clean and beautiful, as well as instilling a conscience in implementing it within one's own household or community.



5. Organizing the BAM housing project to conserve the environment

5.1 Energy-saving housing projects. BAM home improvement design and use of materials to decorate the house with consideration to reducing global warming and the impact on the environment.



5.2 Happy Garden House with Herbs in our Back-yard Project "or "Baan Suan Suk Jai" Project, builds housing to improve the well-being of people in society to be able to live and generate sustainable income, with the idea of making dreams come true, for customers or those who want to have a house in the garden to live in accordance with the principles of Sufficiency Economy, living in the midst of nature in an urban society combined with the new theory of agriculture and the "Digital Living Home Concept" technology system through the application on the mobile screen. This project will create safety for residents, especially the elderly and save energy by harnessing solar energy through solar cells.



It also pleases people who are health enthusiasts by planting vegetables in the kitchen garden, such as kales for eating and sharing, generating income to family members. This project focuses on promoting life in the garden house and generating income to meet the needs of life in the New Normal era. BAM has also introduced knowledge of selling products on online channels to help encourage all businesses to adapt in the New Normal era as well.





5.3 BAM Property Design Contest project # 6 : The New Normal home (a new home that cares for the world) by BAM, in collaboration with the Department of Interior Architecture Faculty of Architecture Chulalongkorn University, has organized a home design contest based on the concept of a new way of living. A house that take into account the importance of taking care of residents' hygiene which is based more on the lifestyle of working people who stay at home (Work From Home). The design of housing for a new lifestyle (New Normal Life) on innovations, that are free from germs and dust, enhances the quality of life of perfect living which is fully equipped with innovations for living that are clean, safe and environmentally friendly in a sustainable manner. The award winning students' works will be applied to renovate and decorate the single house of BAM, as well as collecting the works as prototypes for customers and interested parties.





Focusing on environmental stewardship

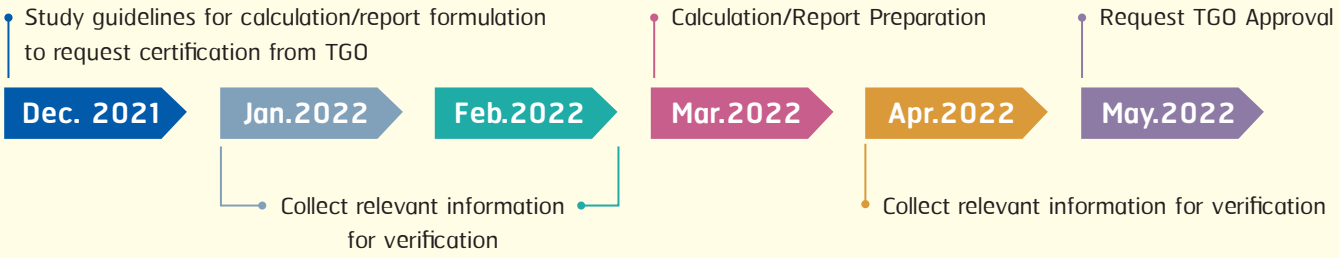
BAM recognizes the importance of environmental impact with a commitment to be a part of the reduction of greenhouse gas emissions through continually organizing various activities and measures by implementing energy management for maximum efficiency and benefit.

BAM establishes the Energy Management Working Group for laying out guidelines and formulating energy management policies, coordinating with relevant departments for the collaboration in the operation, supervising the building's energy management in accordance with the energy conservation policy and energy management methods, as well as the establishes the working group on auditing and assessing the energy management system within the organization to perform the duties of monitoring, auditing and assessing the operational potential to meet the goals and the energy management plan, including the assessment of energy conservation responsibilities of various areas in the organization's energy management.

Energy Management Plan and Responsibilities

Corporate Carbon Footprint

BAM's Carbon Footprint Assessment Guidelines define a number of procedures, including methods for collecting data, calculating the amount of emission and absorption of greenhouse gases generated from the organization's activities and operations according to the specifications for organizational carbon footprint calculation and report by Thailand Greenhouse Gas Management Organization (Public Organization) (Revised edition no. 5, January 2021). There is also a plan to request a verification from a verification agency registered with Thailand Greenhouse Gas Management Organization (Public Organization) during March 2022 and registration for certification from Thailand Greenhouse Gas Management Organization (Public Organization) in the the 4th Round, 2022, which will announce registration results on May 25, 2022.



BAM's corporate carbon footprint assessment is currently in the process of collecting data. It can identify primary activities that emit and absorb greenhouse gases from the organization's operations, divided into 3 scopes as follows:

SCOPE 1
Direct emission and absorption of corporate greenhouse gases

- Diesel Generator
- Liquid propane gas for fire drills
- Diesel fuel
- Gasoline
- CH_4, Septic tank system
- CO_2, Stationary fire extinguishers
- CO_2, Fire drill activities
- R32, Air conditioners
- R410A, Air conditioners
- R134a, Chiller system
- Methane gas, Wastewater treatment system
- SF_6, Circuit breaker
- N_2O, Fertilizer used in green areas
- Transformer
- FM200, Data Center

SCOPE 2
Indirect emission and absorption of greenhouse gases from energy consumption

- Office building electricity

SCOPE 3
Other indirect emission and absorption of greenhouse gases

- Purchased goods and services
- Fuel and energy related activities (not included in scope 1 or scope 2)
- Upstream transportation and distribution
- Waste generated in operations
- Business travel
- Employee commuting
- Upstream leased assets
- Investments

Note : *These activities are under consideration for the selection of significant activities to be included in the next BAM Carbon Footprint report.*

Prelimonary assessment of the organization's carbon footprint has classified activities that emit and absorb greenhouse gases from the operation of the organization into 3 Types:

1. Direct emissions and absorption of greenhouse gases of the organization : reduction vehicle fuel consumption by purchasing hybrid vehicles for corporate use. to keep the environment cleaner Reduce the fuel consumption and oil combustion, which cause carbon dioxide emissions resulting in the greenhouse effect annd more polluted air.

2. Indirect emissions and absorption of greenhouse gases from energy consumption: reduction of electric power with continuous and appropriate measures and development of energy management systems

Year **2019** (base year) compared to **2020**

decrease **156,833.20** $kgCO_2$

representing **9.96%**

Year **2020** (base year) compared to **2021**

decrease **143,065.40** $kgCO_2$

representing **18.31%**

3. Emissions and absorption of other indirect greenhouse gase: Reducing the use of report paper. Transforming data storage by implementing a Document Management System (BAMFLOW).

Year **2020** (base year) compared to **2021**

decrease **11,022.11** $kgCO_2$

equivalent to **19.47%**

Sustainability management in social dimensions

Social policies and practices

BAM establishes policies and practices that are consistent with the rules and regulations governing social management in business processes including the management related to employees, respect for human rights, fair treatment of labor, participation in community and social development, and adhere to business principles that go hand in hand with creating value for society by taking part in driving Thai society to be a quality society, focusing on creating benefits and taking care of communities, society and the environment around the areas where BAM operates business within all regions across the country, as well as promoting the community to have the potential to sustainable self-development.

Respect for human rights

Policies and best practices

1. Senior management, executives and all employees are treated with equality. Having equal opportunities to work under the law, rules, regulations, work regulations, announcements and orders of BAM.

2. Senior management, executives and all employees can exercise their rights and be treated as citizens legally under the constitutional law of the Kingdom of Thailand under the following principles,

- A person shall have rights and liberties and shall be equally protected by law.
- Men and women have equal rights.
- Non-discrimination against individuals due to differences in origin, race, language, gender, age, disability, physical condition or health, status of a person, socioeconomic status, religious beliefs, education, or political opinions.

3. Personal information of senior management, executives and employees is maintained confidentiality, without disclosing or transferring personal information of employees to others without the consent of the data subject unless legally done or by order of the competent official under the law.

4. Encourage all employees to respect human dignity. No acting in any way that is infringing or threatening, whether verbally or nonverbally against another person, both directly and indirectly, on the basis of differences in origin, race, language, gender, age, disability, physical condition or health status of a person socioeconomic status, religious beliefs, education, or political opinions or any other matter.

5. Promote and provide opportunities for senior management, executives and employees to participate in expressing their opinions, in case there are actions by BAM or its employees that may violate human rights, for the benefit of reflecting on problems and finding solutions.

6. The performance of duties of senior management, executives and employees shall be careful of the risks of human rights violations in business operations.

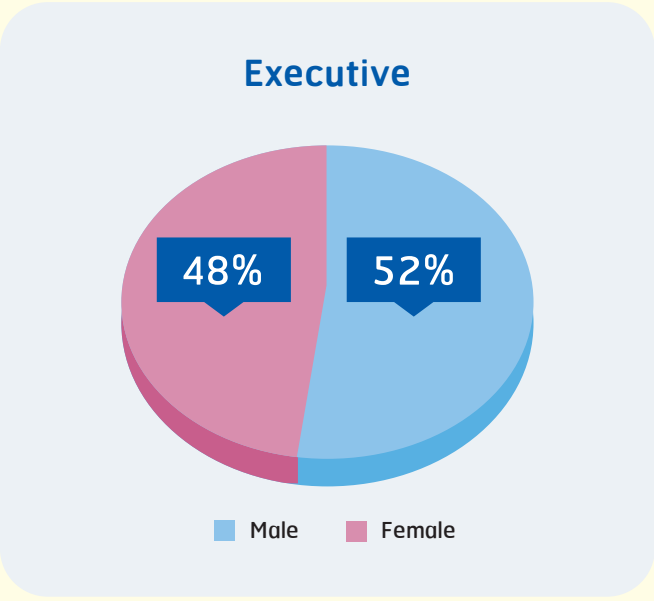
7. When witnessing violations of human rights in business operations or experiencing discrimination and/or violations against human rights, employees are encouraged to report any suspected violations of BAM policies or violations of the law by reporting to the supervisor or notifying via complaining/whistleblowing channels according to the complaint handling procedures prescribed by BAM, which are published on bamnet.com.

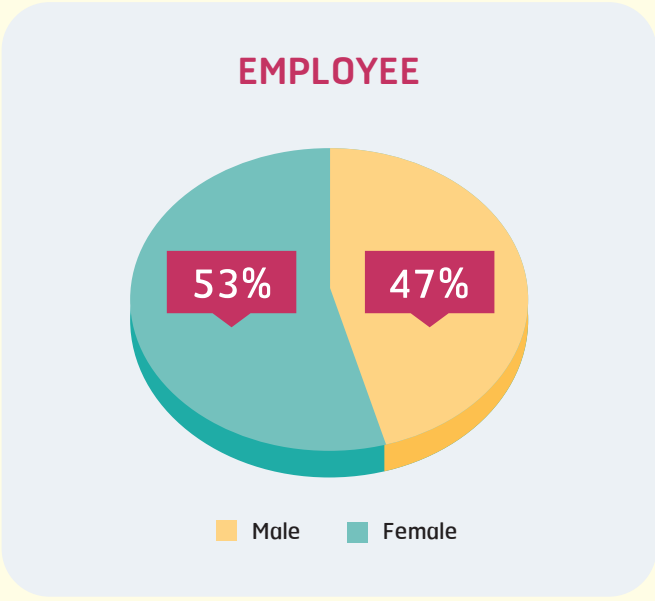
Action goals

Policy formulation and operation under clear rules, regulations and procedures to ensure fairness and equality in accordance with international human rights standards, not violating fundamental rights, creating gender equality, eliminating gender discrimination and the elimination of violence are a part that will lead to sustainable development as well as giving employees an opportunity to participate in expressing their opinions to know the problems and find solutions together.

- **Equitable Human Resource Management**

Gender equality is an integral part of human rights. BAM has clear policies and practices to promote the potential, rights and equal opportunities of all employees, regardless of gender. It represents the opportunity for employees to build their potential to develop the organization and encourages all employees to have the rights and exercise their rights to show their full potential. Bam creates gender balance at work by keeping the proportion of male and female employees balanced in each field of work. BAM assigns tasks and follows up on performance in the areas of responsibility and promoting employees with good performance with leadership to grow in their career. Either male or female can advance to a higher level position.





Fair treatment of workers

Policies and best practices

1. Forced Labor

BAM will not act or support to use forced labor in all its forms, and will not demand or get a deposit, ID card or any identification documents from job applicants/employees, or set as a condition for admission to work unless the law excludes it.

2. Child Labor

BAM will not engage or encourage the employment or use of child labor under the age of 15 and will not condone or support the use of child labor in BAM.

3. In the use of female labor

BAM will not allow female employees to perform work that is harmful to health or body as required by law. And for pregnant women employees will be placed in an environment that is non-hazardous to health and safety of pregnancy, as well as BAM will not layoff, demote or reduce the benefits of female employees due to pregnancy.

4. Discrimination

BAM will not commit or encourage discrimination on the grounds of differences in race, language, sex, age, religious beliefs, marital status, personal attitudes about sex, disability, being an AIDS patient, directorship in the employee relations committee, political party preference or personal attitude in areas such as employment, wages and work compensation, welfare, providing opportunities for training programs, knowledge and ability development, promotion, termination of employment or retirement. In this regard, all senior management, executives and employees must be treated with equality and have equal opportunities to work under BAM regulations.

5. Freedom of being a member of the Relationship Affairs Committee

BAM will support and provide opportunities for employees to apply for the selection or election of representatives to the employee relations committee, whereby BAM will not do any unlawful act to obstruct or interfere with the exercise of employees' rights including facilitating and will treat that agent on equal terms with other employees.

6. Responsibility for taking care of employees about harassment and/or sexual harassment including violence against workers.

BAM has measures to prevent employees from being harassed and/or sexually harassed by the expression of words, gestures, including the use of violence against women workers. If employees are harassed and/or sexually harassed including violence against women workers, BAM will take disciplinary action against those who commit such offences in strict accordance with BAM's work regulations.

7. Compensation for work

(1) BAM will pay wages and compensation for work in accordance with BAM regulations and/or the law.

(2) BAM will inform employees about wages. The total salary received for each month and will not withhold wages under any circumstances unless there are rules, orders, regulations or laws exempting them.

8. Safety, occupational health and working environment

(1) BAM has established measures for safety, occupational health and working environment to cover the nature of work that is likely to pose a threat to the health and safety of employees and involved persons, which is controlled and prevented in accordance with the law and has safety standards in all working environments.

(2) Encourage employees to participate in operations on safety, occupational health and working environment, for example, to communicate within BAM so that employees are aware of and understand rules, regulations, and safety manuals at work.

(3) Provide employees with workplace safety training, such as initial fire drills and annual fire drills to evacuate employees. Encourage employees to use standardized safety equipment suitable for the nature of the job.

(4) BAM places importance on safety and workplace conditions by appointing a working group on safety, occupational health and working environment to be responsible for overseeing work in this particular area.

9. In case of being aware of the discrimination and/or the violation of fair treatment, the employee are expected to report such actions as a violation of BAM policies and/or guidelines, announcements, orders, and regulations, or in violation of laws, a supervisor or submit a complaint through our available channels. They shall provide information supporting the complains in accordance with the complaint management procedures established by BAM which are available online on bamnet.com

Action Plan

Aim to promote employee welfare along with organizing training programs and seminars to expand knowledge base and skills to improve the productivity of the executive team and employees, as well as to promote employee engagement levels between the executives and the employees through direct and indirect Corporate Social Responsibility (CSR) programs.

- **Management Plan and Employee Development**

Employees are our valuable assets and play a vital role in moving BAM towards success. Having the best practices in Human Resource Management is a key factor to increase the potential and capability to ensure efficient and sustainable business growth. Running a business requires people with knowledge and various skills and abilities to be efficient at work, and BAM is offering reasonable compensation and benefits that are in line with the situation and the current job market trend in return.

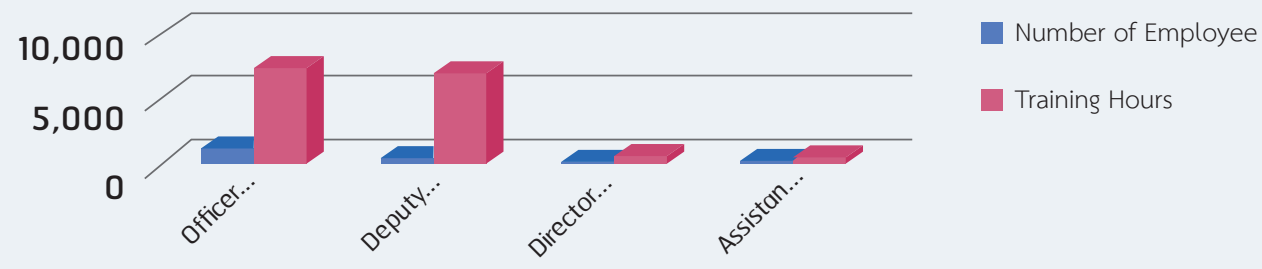
BAM attaches great importance to employee development. This is a strategy and goal that is an important force in driving the organization to be successful according to the visions and missions. Therefore, it is necessary to develop employees to be ready and able to adapt to the direction and business goals under various factors that change constantly, including new technologies, changing consumer trends, and intense business competition, to ensure that employees are well-informed and developed new skills to take on those changes in a timely manner as follows:

1. Education: to expand the knowledge and skills under a policy to support and offer opportunities for employees in higher education in job-related field of study and in accordance with the business operation by offering 20 Master's degree scholarships in Thailand and 2 scholarships abroad each year. BAM also offers 2 scholarships for Master's degree program abroad for people outside the company to screen potential personnel with high capabilities and potential and create capable personnel that could join BAM and become an important force in the development of the organization in the future.

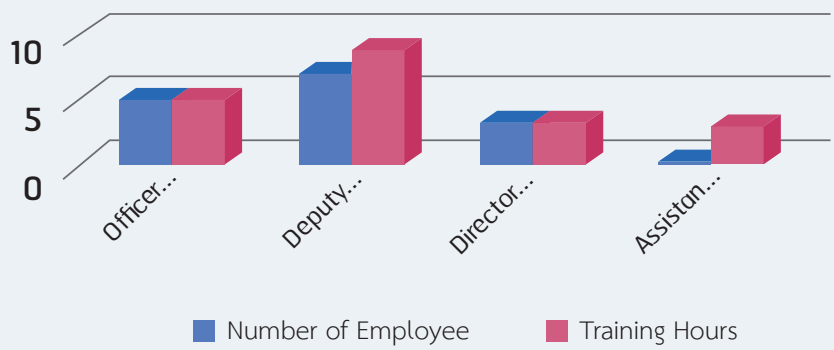
2. Working knowledge, skill, and ability development: BAM has set up plans for seminars and training sessions in accordance with business operations and encourage all employees to continuously develop themselves appropriately to integrate into an organization that operates with modern technology. BAM attaches great importance to employees of all groups and levels to be developed to remove shortcomings and enhance their competence, knowledge, and capacity, both among business staff and support staff from the employee level, manager level, executive level, and successor employees, to promote opportunities of growth and advance in their roles and duties, capable of working professionally, efficiently, and effectively, bringing the organization to the targeted goals. The training courses will be ones that enhance working capacity, administration, and management skills, through both internal and external corporate trainings, which in the past year has been modified and developed in an online training format due to the COVID-19 pandemic. This is to ensure that all employees are always readily available to improve themselves.

In 2021, the policy and plan have been determined to improve the productivity of the executives, including employees at all levels, by organizing seminar courses and training programs for employee development which are divided into 3 levels for company employees, lower-middle level management, and top-level management professionals. The number of course units and hours are as follows:

Summary of 2021 Training Hours



Training



Hours of Training Per Employee

Staff 4-7 (7.73 hrs. /person) Assistant Manager - Manager (28.28 hrs./ person) Director (9.87 hrs. / person) Positions higher than assistant manager(9.50 hrs. / person)

- **Safety, Occupational Health, and Working Environment Policy**

Formulate work plans and communicates various knowledge related to safety, occupational health, and working environment in accordance with the law and with standards in times of the COVID-19 pandemic. BAM attaches great importance to in-office policies both at the head office and at regional offices and shares concern for the health and safety of all employees, which is why BAM is working to raise its healthcare and safety measures in accordance with procedures from the Department of Disease Control, Ministry of Public Health. Especially employees who are required to work at the offices, BAM monitors the density in the workplace, maintaining the WFH : WIO employee ratio by severity level, formulates work at home plans (WFH), groups of employees to work in office at BAM (WIO), temperature screening with a thermal scanner, disinfection gel service in office buildings, increases the frequency of office cleaning, sprays chemicals to disinfect the COVID-19 virus, organizes insurances against COVID-19 to all employs, as well as employing the use of digital technology to organize online meetings to keep distance by requesting cooperation for employees to strictly adhere to the policy.

Involvement in Social and Community Development

BAM's determination and adherence to its missions have become a driving force to create charitable activities for the society to participate in various forms. One of our policies is to take care of people and give back to society in all areas of the country. In addition to the policy to alleviate the suffering of customers or debtors in business, the important thing is to be aware of social responsibility by taking into account the benefits of all groups of stakeholders, along with taking part in creating benefits to society, community and environment by promoting, supporting, developing and creating projects or activities which take care of people in provinces where BAM's offices are located and in nearby areas. It also aims to strengthen executives and employees as well as customers to understand the role of giving back to society by cultivating the power of doing good, fostering a volunteer spirit to participate in charitable activities to achieve a common goal.

Social Services Outcomes

By implementing a Corporate Social Responsibility Policy for Sustainable Development, BAM organizes projects and activities to support the people and their communities to have a better standard of living, provides solutions for customers (debtors) to have the ability to repay the debts, and facilitates a better economic system (community-based) using the 4 strategies; namely

1. Continuous Support and Urgent Care for the Society

The strategy aims to provide helps and support for the underprivileged and the people in great need in society such as natural disasters victims and those effected by infectious disease outbreaks.

1.1 "BAM Pun Nam Jai Soo Pai COVID-19" Project

Due to the epidemic situation of the COVID-19 virus, BAM has been organizing the "BAM: Sharing Kindness to Fight COVID-19" Project for the second year in a row. By doing this, BAM has been one of the supports government operations to control the COVID-19 pandemic urgently. This includes a donation to fund the purchase of medical equipment and medical supplies necessary for the prevention and treatment of patients infected with the COVID-19 virus to various hospitals across the country to help medical personnel and staff to be able to work in the crisis of the COVID-19 pandemic conveniently, faster, and more efficient, as well as donations of survival bags, food boxes and drinking water. The project implements BAM's policy to stay side by side with medical personnel, providing support and encouragement to medical personnel in performing their duties. In addition, 8 65-inch flat screen TVs were purchased for the purpose of showing informative videos on the service process and educational videos about the COVID-19 vaccine to those who have come to receive treatment thoroughly. Finally, BAM has donated 55 hand sanitizer gel dispensers, 3,000 bottles of drinking water, and 3,000 masks to the Bang Sue Central Vaccination Center and Bangkok's "Thai Ruam Jai, Bangkok Safe" project.

In addition, BAM has supported the public health operations of Nakhon Nayok province by handing over the area in the building of the DE VAL RESORT AND SPORT CLUB project, Ban Na District, Nakhon Nayok province to establish a COVID-19 Community Care Center or a waiting center (Community Isolation) of a local government organization in Nakhon Nayok province. At the same time, BAM has also donated 20 alcohol gel dispensers, 1,000 bottles of drinking water, 1,000 masks as well.











1.2 BAM Flood Victims Recovery Project

To help relieving the hardships faced by flood victims, 820 sets of survival kits filled with essential items and drinking water - are given to the people in Nakhon Ratchasima, Sukhothai, Ayutthaya, and Pathum Thani.







2. Enhancing and Providing Social Assistance on the Fundamentals

The strategy aims to provide support to the community, society, economy, education, and public health such as donations, scholarship programs, and startup funding.

2.1 Education

2.1.1 2021 Scholarship Programs

BAM recognizes the importance of education by organizing a scholarship program for the 14th year in a row. It foresees that Thai children and youth who study well, possess good behavior, but lack capital should be given good educational opportunities to study higher education, apply what they learned to future careers, earn money, support themselves, create sustainability and stability for their families, and become productive members of the country. In the year 2021, despite the pandemic situation of COVID-19, BAM continues to provide scholarships by organizing the scholarship program for the year 2021 under the name "New Gen Thai Kids: Good Grades with Good Behaviors ", which BAM has organized both online in Virtual Event form via online system "Microsoft Teams" including inviting college students to represent the scholarships at the meeting room of BAM Headquarters. More than 15,000 scholarships have been awarded, totaling over 70,000,000 million baht.





2.1.2 School Construction and Rehabilitation Project

Encouraging educational institutions to have a good environment which will lead to students having a better quality of life, living safety, and having good hygiene. BAM also has a policy to provide school supplies. teaching materials, computers, as well as supporting the project to find teachers for students for the benefit of teaching and learning development



2.2 Public Health

The purchase of medical equipment to all public hospitals across the country is one of the projects formed by BAM. BAM realizes that most public hospitals have a high number of patients, which leads to the shortage of important medical equipment to treat and save lives. Therefore, to follow the policy that aims to be a part of providing care for the people in the society, BAM has determined to donate the money to 10 public hospitals across Thailand every year. Moreover, BAM also donated fully equipped ambulance vehicles and contributed funding for the purchase of ambulances to the hospitals, government agencies along with many other organizations.



2.3 Helping the Underprivileged and the Needy in Society

2.3.1 Sports Sponsorship

Sponsorship of sports equipment to schools in backcountry communities so that schools can manage teaching and learning for students effectively. It also promotes the productive use of students' free time, such as playing sports, exercising appropriately, having good health and strength.



2.3.2 "HOPE" Project: building houses for the underprivileged

"HOPE" project is formed to help build new homes for underprivileged, the homeless or the people in great need. One of the CSR plans in 2021 is to provide an integrated solution to the housing problem, with aims to help the underprivileged, the homeless and the people in need of a "home" which is a fundamental part of life. A strong, safe and clean housing will bring about happiness and stability that creates a good standard of living towards a sustainable development.







House construction under "HOPE" Project is done by building new houses to replace old ones to 2 underprivileged persons in Chiang Rai and Nakorn Sawan. BAM has received cooperation from the Office of Red Cross Affairs, Thai Red Cross Society of Bangkok, including Province Red Cross chapters, district chief, village headmen, and community volunteers in the area. This is achieved by having the local BAM office in the province cooperate with the local people to achieve the objectives.

2.3.3 Donation of Kwan Wiang village land for public use

The donation of BAM's non-performing asset which is a 4 plots of vacant land, with a total area of 6-0-63 rai (2,463 square wa), located in Kwan Wiang Village, San Kamphaeng Subdistrict, San Kamphaeng District. Chiang Mai Province for the public benefit of the village without any payment made for the San Kamphaeng Subdistrict Municipality to develop the infrastructure for the benefit of the people.



2.3.4 Donation of Lakchai Project Land (Orchid Place) for the public benefit

The donation of BAM's non-performing asset which is a land classified as a road and a common area within Lakchai project (Orchid Place), San Na Meng Subdistrict, San Sai District, Chiang Mai Province, with a number of 45 plots and total area of 7-0-19.7 rai (2,819.7 square wa) without any payment made for the San Na Meng Subdistrict Municipality to develop the road area and utilities to be the public benefit of the community there.



2.4 Other Areas for the Public Benefit : Music, Sports, Religion, Art and Culture, and the Environment

Organizing events, cooperating, and helping organizations, foundations, welfare institutions, agencies, schools, and communities for public charity or public benefit, including promoting and supporting music, sports, religion, art and culture and the environment, which are all considered as Corporate Social Responsibility activities that benefit the public and build a better quality of life for people in the society. It also serves to create employee engagement and those involved to become an important volunteering force to participate in any activity that BAM organized to create a sharing society and increase pride and self-worth for everyone involved, making this another important mission for BAM and is committed to the responsibility to take care and help develop Thai society to improve further.





3. Corporate Social Responsibilities for Knowledge Expansion and Development

The strategy aims to advance the knowledge for career development and support educating people in the community to create products with added value, such as the development of packaging, the expanding of the market, and product quality improvement.



"BAM Upskill for the New Normal Life" Project

The COVID-19 pandemic caused many people to lose their jobs, unemployed, and earn no income of their own. Therefore, BAM has formulated learning media to introduce various job opportunities using multimedia format (Multimedia Courseware Design) and created online e-Learning lessons, which are learning tools that can be accessed at any time and can be used to build a career or extra jobs to generate extra income.



4. Follow Up and Social Assistance for Sustainable Living

A strategy focuses on tracking the project progress on providing fund and supporting in building and developing housing for the security, safety, and a good foundation for life.

Initiative Community, Sustainable Lives Project (Green Community)

BAM is aware of creating a good standard of living for the community and society through CSV (Creating Shared Value) project to enhance Thai people's quality of life and a better living standard. This is achieved by providing financial support for agricultural development that align with the Philosophy of Sufficiency Economy, which reflects the company's business practices along with creating shared values for society.

"Initiative Community: Sustainable Life" Project (Green Community) to promote agriculture is one of the approaches in farmers development, with the emphasis placed on promoting well-being through self-reliance based on the Sufficiency Economy principle and encouraging participation of people in the community, which will be an important foundation for building strength and sustainability in rural communities, including learning knowledge of appropriate and integrated agricultural technology which are practical and rewarding which will enable farmers to live their lives and have a sustainable agricultural career. This is done by selecting a model community and granting funds for operations of the community, such as arranging agricultural plots, growing vegetables, making organic fertilizers, raising ducks and chickens by using farming practices, creating a career, generating income from selling produces, being able to live in accordance with the Sufficiency Economy philosophy as well as providing training sessions to educate about career building guidelines and saving money, as well as the development with the local government agencies in which the community is located. This is the beginning of the development in creating sustainability for the community and taking care of people in the community to be able to live and be well by continuing to be self-reliant.



Important Financial Information

Investors should read audited financial statements for the years ended December 31, 2019, 2020, and 2021 in conjunction with accompanying notes to financial statements, as well as management discussion and analysis.

Summary of Audit Report

Auditors

List of auditors who audited financial statements are as follows;

Financial Statements	Certified Public Accountants
Audited financial statements for the years ended December 31, 2019	Mrs. Pattra Showsri and Mr. Satawat Boonkoy The State Audit Office of the Kingdom of Thailand
Audited financial statements for the year ended December 31, 2020	Mrs. Somjai Khunapasut EY Office Limited
Audited financial statements for the year ended December 31, 2021	Mrs. Somjai Khunapasut EY Office Limited

Summary of Auditor's Report

Auditor's opinion described in the Auditor's report on the audited financial statements can be summarized as follow;

Financial Statements	Auditor's opinion
Audited financial statements for the year ended December 31, 2019, 2020 and 2021	The State Audit Office of the Kingdom of Thailand has expressed unqualified opinion in the Auditor's report that the financial position of the Company as at December 31, 2019 and its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards. EY Office Limited has expressed unqualified opinion in the Auditor's report that the financial position of the Company as at December 31, 2020 and 2021 and its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Summary of Financial Position and Operation for the years ended December 31, 2019 2020 and 2021

Statement of Financial Position

(i) The following table sets forth a summary of the statement of financial position for the years ended December 31, 2019 and 2020, prepared based on the audited financial statements for the years ended December 31, 2019 and 2020 :

	As of December 31,	
	2019 Adjustment	2020
	Amount Baht (in Million)	Amount Baht (in Million)
Assets		
Cash	4.7	4.9
Cash at financial institutions	1,378.9	7,708.0
Investment insecurities - net	70.2	451.3
Loans purchased - net	77,374.7	77,726.4
Installment sale receivables - net	649.1	728.2
Properties for sale - net	23,899.1	28,078.2
Accrued income from auction sale - net	9,595.6	9,800.8
Premises and equipment - net	1,243.2	1,173.6
Right-of-use assets - net	-	16.4
Intangible assets - net	15.9	20.2
Advance for expenses on asset acquisition and others[1]	888.3	830.2
Deferred tax assets	4,621.1	5,379.6
Other assets	178.6	151.8
Total assets	**119,919.4**	**132,069.6**
Liabilities		
Debt issued and borrowings	75,687.5	87,421.0
Accrued interest payable	504.2	518.2
Provisions	1,052.3	987.0
Lease liabilities	-	13.8
Other liabilities	1,479.5	1,332.6
Total liabilities	**78,723.5**	**90,272.6**
Equity		
Authorized share capital		
3,245,000,000 common shares, par value 5 baht each	16,225.0	16,225.0
Issued and paid-up share capital		
2,735,000,000 common shares, par value 5 baht each	15,075.0	16,160.2
Share premium	3,399.4	6,044.2

	As of December 31,	
	2019 Adjustment	2020
	Amount Baht (in Million)	Amount Baht (in Million)
Other components of equity	(65.0)	240.4
Retained earnings		
Legal reserves	1,622.5	1,622.5
Unappropriated	21,164.0	17,729.7
Total Equity	41,195.9	**41,797.0**
Total liabilities and equity	**119,919.4**	**132,069.6**

Remark [1] "Advance for expenses on asset acquisition and others" and "other assets" are presented as a combined line item in the statement of financial position for the years ended December 31, 2018, but are reclassified to be presented as two separate line items in the statement of financial position for the year ended December 31, 2019. As a result of reclassification, "Advance for expenses on asset acquisitions and others" is no longer a component of "other assets" in the statement of financial position for the year ended December 31, 2019.

(ii) The following table sets forth a summary of the statement of financial position for the years ended December 31, 2020 and 2021, prepared based on the audited financial statements for the year ended December 31, 2020 and 2021:

	As of December 31,	
	2020	2021
	Amount Baht (in Million)	Amount Baht (in Million)
Assets		
Cash	4.9	98.8
Interbank and money market items - deposits at financial institutions	7,708.0	3,334.2
Investment insecurities - net	451.3	469.7
Loans purchased of receivables and accrued interest receivables - net	77,726.4	73,406.2
Installment sale receivables - net	728.2	832.6
Properties for sale - net	28,078.2	29,666.3
Premises and equipment - net	1,173.6	1,155.4
Right-of-use assets - net	16.4	8.1
Intangible assets - net	20.2	94.2
Deferred tax assets	5,379.6	5,539.6
Accrued income from auction sale - net	9,800.8	10,251.5

	As of December 31,	
	2020	2021
	Amount Baht (in Million)	Amount Baht (in Million)
Advance for expenses on asset acquisition and others	830.2	894.3
Other assets	151.8	153.1
Total assets	**132,069.6**	**125,904.0**
Liabilities		
Debt issued and borrowings	87,421.0	80,153.7
Provisions	987.0	987.0
Accrued interest payable	518.2	553.1
Lease liabilities	13.8	1.4
Tax payables	323.2	707.3
Accrued expenses	279.8	388.3
Financial institutions creditors for loan purchased	370.2	-
Other liabilities	359.4	357.6
Total liabilities	**90,272.6**	**83,148.4**
Equity		
Authorized share capital		
3,245,000,000 common shares, par value 5 baht each	16,225.0	16,225.0
Issued and paid-up share capital		
2,735,000,000 common shares, par value 5 baht each	16,160.2	16,160.2
Share premium	6,044.2	6,044.2
Other components of equity - surplus on changes in value of investments	240.4	255.2
Retained earnings		
Legal reserves	1,622.5	1,622.5
Unappropriated	17,729.7	18,673.5
Total Equity	**41,797.0**	**42,755.6**
Total liabilities and equity	**132,069.6**	**125,904.0**

Statement of profit or loss and other comprehensive income

(i) The following table sets forth a summary of the statement of profit or loss and other comprehensive income for the years ended December 31, 2019 and 2020;

	As of December 31,	
	2019 Adjustment	2020
	Unit Baht (in Million)	Unit Baht (in Million)
Profit or Loss:		
Total interest income	9,139.8	9,946.4
Interest expenses	2,132.4	2,391.1
Interest income – net	**7,007.4**	**7,555.3**
Gain (Loss) on investment in securities- net	4.0	-
Gain on properties for sale	2,907.2	2,015.2
Gain on installment sales	93.6	403.8
Other operating income	91.6	78.9
Total operating income	**10,103.8**	**10,053.2**
Total other operating expenses	3,757.1	2,658.3
Expected credit losses	-	5,199.1
Bad debts and doubtful accounts	134.6	-
Profit from operating before income tax	**6,212.1**	**2,195.8**
Income tax expense	4,467.0	(355.1)
Net profit	**10,679.1**	**1,840.7**
Items that will be reclassified subsequently to profit or loss		
Gain (Loss) on remeasuring of available - for - sale investment	(23.3)	-
Income tax relating to components of other comprehensive income	16.3	-
Items that will not be reclassified subsequently to profit or loss		
Loss on revaluation of investments in equity designated as measure	-	(20.0)
at fair value through other comprehensive income	(20.8)	57.9
Actuarial gain (loss) on defined benefit plan	17.6	(7.6)
Income tax relating to components of other comprehensive income	(10.2)	30.3
Total other comprehensive income	**10,668.9**	**1,871.0**
Total comprehensive income	**3.88**	**0.57**

(ii) The following table sets forth a summary of the statement of profit or loss and other comprehensive income for the years ended December 31, 2020 and 2021:

	Year Ended December 31,	
	2020	2021
	Unit Baht (in Million)	Unit Baht (in Million)
Profit or Loss:		
Total interest income	9,946.4	9,569.2
Interest expenses	2,391.1	2,558.8
Interest income – net	**7,555.3**	**7,010.4**
Gain on properties for sale	1,997.9	2,963.2
Gain on installment sales	403.8	689.9
Other operating income	78.9	84.0
Total operating income	**10,035.9**	**10,747.5**
Other operating expenses		
Employee expenses	1,528.4	1,598.8
Directors' remunerations	12.6	12.7
Premises and equipment expenses	216.7	200.7
Taxes and duties	457.4	531.1
Impairment loss on properties for sale (reversal)	(10.4)	21.4
Properties for sale expenses	124.2	136.0
Other expenses	312.2	226.0
Total other operating expenses	2,641.0	2,726.6
Expected credit losses	5,199.1	4,765.0
Profit from operating before income tax	**2,195.8**	**3,255.8**
Income tax expense	(355.1)	(655.6)
Net profit	**1,840.6**	**2,600.2**
Items that will not be reclassified subsequently to profit or loss		
Loss on revaluation of investments in equity designated as measure	(20.0)	18.4
at fair value through other comprehensive income	57.9	-
Actuarial gain (loss) on defined benefit plan	(7.6)	(3.7)
Income tax relating to components of other comprehensive income	30.3	14.7
Total other comprehensive income	**1,870.9**	**2,615.0**
Total comprehensive income	**0.57**	**0.80**

Statement of Cash Flows

Statement of Cash Flows	Year ended December 31,		
	2019	2020	2021
	Amount Baht (in Million)	Amount Baht (in Million)	Amount Baht (in Million)
Cash flow from operating activities			
Profit from operating before income tax expenses	6,212.1	2,195.8	3,255.8
Adjustments to reconcile profit from operating before income tax expenses to cash received (paid) from operating activities			
Depreciation and amortization	138.2	144.4	141.6
Decrease in advance expenses	95.2	126.8	129.0
(Increase) Decrease in accrued income	(11.5)	1.2	1.3
Decrease in deferred income	(3.7)	(4.0)	(3.9)
Increase in accrued expenses	183.8	(458.8)	108.5
Damage from litigation	-	0.5	0.8
Allowance for long-term employee benefits	331.5	73.4	70.7
Gain on fixed asset sales	(2.7)	(3.4)	(16.6)
Gain on repression of property under instalment sales	(7.4)	-	-
Increase in expected credit losses	-	5,199.1	4,765.0
Increase (Decrease) in doubtful accounts	134.6	-	-
Increase (Decrease) in doubtful accounts - installment sales receivables	(0.5)	-	-
Impairment loss on properties for sale (reversal)	(24.7)	(10.4)	21.4
(Gain) Loss on investment in securities	(4.0)	-	-
Reversal of provision for reinstatement cost	-	-	(0.1)
	7,040.9	7,264.6	8,473.7
Net interest income	(7,007.4)	(7,555.3)	(7,010.4)
Net dividend income	(38.2)	(25.9)	(14.3)
Cash received from interest income	4,076.4	3,459.2	3,849.0
Cash received from dividend income	38.2	37.9	25.8
Cash received from accrued income from auction sale	7,213.4	-	-
Cash paid on properties transferred from financial institutions	(8,210.4)	-	-
Cash paid on interest	(1,873.5)	(2,376.8)	(2,523.7)
Cash paid on income tax expenses	(14.4)	(743.7)	(430.5)
Loss from operation before changes in operating assets and liabilities	**1,255.0**	**60.0**	**2,369.5**

Statement of Cash Flows

Statement of Cash Flows	Year ended December 31,		
	2019 Amount Baht (in Million)	2020 Amount Baht (in Million)	2021 Amount Baht (in Million)
(Increase) Decrease in operating assets			
Loans purchased	6,338.5	(2,481.7)	(167.3)
Installment sale receivables	238.1	(78.6)	(105.7)
Properties for sale	1,448.1	1,881.1	3,123.3
Accrued income from auction sale	(4,663.7)	901.9	699.3
Advance for expense on asset acquisition and others	329.0	49.0	(67.9)
Other assets	(142.7)	(95.1)	(540.7)
Increase (Decrease) in operating liabilities			
Unearned income from auction sale	(5,342.0)	-	-
Long - term employee benefits	(69.5)	(81.5)	(71.4)
Other liabilities	(555.0)	(124.3)	109.6
Net cash provided from (used in) operating activities	**(1,194.0)**	**30.9**	**5,348.8**
Cash flows from investing activities			
Cash received from sales of investments in securities	4.5	1.3	-
Cash received from sales of investments measured at amortised cost	-	2,573.5	-
Cash paid for acquisition of investments measured at amortised cost	-	(2,572.9)	-
Cash received from sales of premises and equipment	2.7	3.4	16.6
Cash paid on purchase of premises and equipment	(77.9)	(82.3)	(106.2)
Cash paid on purchase of available-for-sale securities	(13,744.6)	-	-
Cash paid on purchase of intangible assets	(13.1)	(3.7)	(78.6)
Cash received from available-for-sale debt securities	13,778.1	-	-
Net cash used in investing activities	**(50.3)**	**(80.7)**	**(168.2)**
Cash flows from financing activities			
Cash received from debts issued and borrowings	69,500.0	51,050.0	16,200.0
Cash paid for repayment of debts issued and borrowings	(56,632.7)	(44,981.1)	(23,982.9)
Cash paid for fee of debts issue debenture	(34.5)	(14.4)	(2.9)
Cash increase from capital increase	4,900.0	3,798.2	-
Cash paid on capital increase	(115.9)	(66.5)	-
Cash received from redemption of bills of exchange	97.1	-	-
Cash paid on dividend payment to shareholders	(16,121.5)	(3,393.6)	(1,656.4)
Cash paid for lease liabilities	-	(14.3)	(17.6)
Net cash provided (used in) financing activities	**1,592.5**	**6,378.3**	**(9,459.8)**

Statement of Cash Flows

Statement of Cash Flows	Year ended December 31,		
	2019 Amount Baht (in Million)	2020 Amount Baht (in Million)	2021 Amount Baht (in Million)
Net increase (decrease) in cash and cash equivalents	348.2	6,328.5	(4,279.2)
Cash and cash equivalents as at beginning balance	1,031.6	1,379.9	7,708.4
Cash and cash equivalents as at ending balance	**1,379.8**	**7,708.4**	**3,429.2**

Key Financial Ratio

Financial Ratios	Unit	Year ended December 31,		
		2019[1] Adjustment	2020	2021
Profitability ratios				
Gross profit margin[2]	%	82.55	80.78	80.76
Operating profit margin[3]	%	50.71	17.61	24.42
Cash flow to income ratio[4]	%	(19.27)	1.41	164.69
Net profit margin[5]	%	87.27	14.79	19.54
Return on equity (ROE)*	%	21.32	11.05	13.75
Efficiency ratios				
Return on assets (ROA)*	%	7.08	3.64	4.51
Total assets turnover	times	0.11	0.10	0.10
Financial Policy Ratio				
Total liability-to-equity ratio	times	1.91	2.16	1.94
Interest coverage ratio[6*]	times	3.98	1.98	3.29
Debt service coverage ratio (Cash Basis)[7]	times	(0.02)	0.001	0.21
Dividend payout ratio[8]	%	309.91	31.78	89.99
Interest Bearing Debt to equity ratio[9*]	times	1.84	2.09	1.87

Key Financial Ratio

Financial Ratios	Unit	Year ended December 31,		
		2019[1] Adjustment	2020	2021
Specific Ratio for our Business				
Cash collection from NPL management business to net NPLs[10]	%	18.40	10.83	24.54
Allowance for doubtful account to NPLs[11]	%	7.47	14.56	19.56
Cash collection from NPA management business to net NPAs[12]	%	24.75	17.76	11.54
Allowance for impairment of NPAs to NPAs[13]	%	2.04	1.71	1.69

Remark [1] Financial Statement for the year ended December 31, 2019 has been restated. Such changes alter some financial ratios calculations.

[2] Gross profit margin is calculated from the sum of (i) total interest income (excluding interest income on deposits); (ii) gain (loss) on investment in securities - net; (iii) gain on loans purchased; (iv) gain on properties for sale; (v) gain on installment sales; and (vi) other operating income less total interest income and further divided by the sum of (i) - (vi) .

[3] Operating profit margin is calculated from operating profits before income tax expenses less interest income on deposits and further divided by the sum of (i) total interest income (excluding interest income on deposits); (ii) gain (loss) on investment in securities – net; (iii) gain on credit for purchase of receivables; (iv) gain on sale of properties foreclosed; (v) gain on installment sales; and (vi) other operating income.

[4] Cash flow to income ratio is calculated from cash flows operations divided by operating profits before income tax expenses and further less operating profits before income tax expenses.

[5] Net profit margin is calculated from net profit divided by the sum of (i) total interest income (ii) gain (loss) on investment securities - net; (iii) gain on loans purchased; (iv) gain on properties for sale; (v) gain on installment sales; and (vi) other operating income.

[6*] Interest coverage ratio is calculated from cash flows from operating add back cash paid on interest and cash paid on income tax and further divided by cash paid on interest.

[7] Debt service coverage ratio (Cash Basis) is calculated from cash flows from operating divided by sum of (i) cash paid on repayment of loans and debt securities; (ii) cash paid on debentures; (iii) cash paid on purchase of property, plant, and equipment; (iv) cash paid on purchase of intangible assets; and (v) cash paid on dividend payment to shareholders.

[8] Dividend payout ratio is calculated from cash paid on dividend payment stipulated in statement of cash flows divided by net profit of the preceding year.

[9*] Interest bearing debt to equity ratio is calculated from debt issued and borrowing divided by shareholders' equity

10 Cash collection from NPLs management business to net NPLs is calculated from the sum of cash collection received from NPLs management business divided by loans purchased - net (average).

11 Allowance for doubtful accounts to NPLs is calculated from allowance for doubtful accounts of loans purchased divided by loans purchased (before less allowance for doubtful accounts).

12 Cash collection from NPAs management business to net NPAs is calculated from the sum of cash collection received from NPAs management business divided by the sum of (i) properties for sale - net; and (ii) installment and receivables - net (average).

13 Allowance for impairment of NPAs to NPAs is calculated from Allowance for impairment of NPAs divided by properties for sale (after revaluation).

* For the year 2019 (restated) and 2020, the calculation method of 1) Return on assets 2) Return of equity 3) Interest coverage ratio, and 4) Interest-bearing debt to equity has been changed according to the announcement of the Capital Market Supervisory Board No. Tor Chor .44/2020 (No. 19) where 1) Return on Asset (ROA) is calculated from Earning before interest and tax*100 then divided by (weighted) average total asset. 2) Return on Equity (ROE) is calculated from Earning before interest and tax*100 then divided by (weighted) average total equity. 3) Interest Coverage Ratio is calculated from Earning before interest, tax and depreciation cost, then divided by interest expenses, and 4) Interest bearing debt to equity ratio is calculated from Debts issued and borrowings, including Lease liabilities, and then divided by total equity.

Management Discussion and Analysis

Management Discussion and Analysis for the year ended 2021

Selected Financial Position for the year ended 2021

Significant items in Balance Sheet (for the year ended December 31, 2021)

Assets

As of December 31, 2021, the Company has total assets of Baht 125,904 million, decreasing by 4.7% from the year ended 2020.

- As of December 31, 2021, the Company has cash of Baht 99 million, increasing by 1,913.0 % from the year ended 2020, and interbank and money market items – deposits at financial institutions of Baht 3,334 million, decreasing by 56.7% from the year ended 2020. This is mainly because the Company offered debentures to institutional investors and high-net-worth investors of Baht 12,000 million in Q2/2021 and Baht 3,000 million in Q4/2021. Also, the Company repaid debentures that matured of Baht 7,000 million from Q1/2021 to Q3/2021.

- In Q4/2021, the Company acquired NPLs (Loans purchased of receivables) from the financial institutions of Baht 2,285 million and NPAs (Properties for sale) directly from financial institutions of Baht 6 million. There was a cumulative purchase of NPLs/NPAs of Baht 3,669 million for the year ended 2020.

- On December 31, 2021, the Company has accrued income from auction sale – net of Baht 10,252 million, increasing by 4.6% from the year ended 2020. This is because Legal Execution Department could resume their auctions in the second half of 2021. External buyers bought underlying collaterals from the Legal Execution Department's auction sale of Baht 7,448 million, and the Company bought underlying collaterals for its portfolio of Baht 2,836 million. The increase in the external buyer portion is in line with the strategy to let go of most of the underlying collaterals to third parties.

Liabilities

As of December 31, 2021, the Company has total liabilities of Baht 83,148 million, decreasing by 7.9% from the year ended 2020.

- 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 3,573 million decreased by 20.7% from the year ended 2020. This is because the Company acquired insignificant quantities of NPLs and NPAs in Q4/2021.
2. Total borrowings of Baht 14,470 million decreased by 49.8% from the year ended 2020. This is mainly from less investment in NPLs / NPAs' acquisition and repayment of loan due in Q4/2021.

3. Total debentures of Baht 62,111 million increased by 14.8% from the year ended 2020. This is because the Company offered debentures to institutional investors and high-net-worth investors of Baht 12,000 million in Q2/2021 and Baht 3,000 million in Q4/2021.

- The Company has repaid all the debentures due in 2021, consisting of 3 series worth Baht 7,000 million in total. 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.

In addition, the Company plans to issue and offer debentures in the remaining amount approved by the 2021 Annual General Meeting of Shareholders or not exceeding Baht 25,000 million to institutional and high net worth investors during 2022-2023. However, the above financial goals and schemes are the Company's initial expectations, which may change according to the economic situation and changing circumstances.

As at December 31, 2021, the Company's debt-to-equity ratio was 1.94 times.

Equity

As of December 31, 2021, the Company has total equity of Baht 42,756 million, increasing by 2.3%. from the year ended 2020. Such change was mainly due to the followings:

- Other components of equity amounted to Baht 255 million, increasing by 6.1% from the year ended 2020 because the Company recorded revaluation surplus on investments.

- The Company has retained earnings (unappropriated) of Baht 18,673 million, increasing by 5.3% from the year ended 2020, because the Company records the remaining net retained earnings according to the accounting period. In addition, in Q2/2021 the Company paid the dividend payment of the business operation of the year 2020 at the rate of Baht 0.5125 per share, totaling Baht 1,656 million.

Interest Income - net

This table mainly presents items that have significant changes.

Unit: Baht in Million	Q 4/2021	Q 3/2021	qoq % Inc. (Dec)	Q 4/2020	yoy % Inc. (Dec)	2021	2020	yoy % Inc. (Dec)
Interest Income - net	**1,955**	**1,816**	**7.7**	**1,905**	**2.6**	**7,010**	**7,555**	**(7.2)**
Total Interest Income	**2,585**	**2,460**	**5.1**	**2,542**	**1.7**	**9,569**	**9,946**	**(3.8)**
Deposit at financial institutions	1	2	(50.0)	3	(66.7)	8	5	60.0
Loans purchased of receivables	2,541	2,414	5.3	2,491	2.0	9,369	9,722	(3.6)
- Part of amount received	*476*	*371*	*28.3*	*295*	*61.4*	*1,516*	*840*	*(80.5)*
- Part of accrued	*1,059*	*1,144*	*(7.4)*	*1,213*	*(12.7)*	*4,531*	*5,047*	*(10.2)*
- Gain on loans purchased of receivables	*1,006*	*899*	*11.9*	*983*	*2.3*	*3,322*	*3,835*	*(13.4)*
Installment sale receivables	26	26	0.0	23	13.0	115	95	21.1
Total interest expenses	**630**	**644**	**(2.2)**	**637**	**(1.1)**	**2,559**	**2,391**	**7.0**
Debt issued – debentures	506	504	0.4	429	17.9	1,959	1,571	24.7
Debt issued – promissory notes	27	26	3.8	28	(3.6)	107	100	7.0
Borrowings	97	114	(14.9)	180	(46.1)	493	720	(31.5)

- In Q4/2021, the Company has total interest income of Baht 1,955 million, increasing by 7.7% qoq and 2.6% yoy. For year ended December 31, 2021, the Company has total interest income of Baht 7,010 million, decreasing by 7.2 % yoy, mainly due to
  - Interest income on loans purchased of receivables - part of amount received, Baht 476 million in Q4/2021, increased by 28.3% qoq and 61.4% yoy. For year ended December 31, 2021, the Company has interest income on loans purchased of receivables - part of amount received of Baht 1,516 million, increasing by 80.5% yoy. This is partly because the Covid-19 pandemic was less severe in the second half of 2021. In addition, the Company has measures to provide assistance to debtors in terms of the repayment terms and debtors impacted by the situation.
  - 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 1,059 million in Q4/2021. 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 Q4/2021, Baht 1,006 million, increased by 11.9% qoq and 2.3% yoy. This is because in Q4/2021 the Company received repayments from debtors of which the proportions of interest income and acquisition cost had decreased, so more profit was recognized. For year ended December 31, 2021, the Company has gain on loans purchased of receivables of Baht 3,322 million, decreasing by 13.4% yoy. This is because in Q1/2020 the Company received a large payment from a debtor which was worth more than the acquisition cost.

- In Q4/2021, the Company has total interest expenses of Baht 630 million, decreasing by 2.2% qoq and 1.1% yoy. For year ended December 31, 2021, the Company has total interest expenses of Baht 2,559 million, increasing by 7.0% yoy, mainly because of financial management and liquidity. Regarding which, the proportion of debentures issued was higher than that of borrowings from financial institutions. Moreover, the Company repaid loans and debentures that were due, and NPLs and NPAs acquisition was reduced due to the wait-and-see strategy.

Gain on sale of properties for sale and installment sale

For three-month period ended December 31, 2021, the Company has gain on sale of properties for sale of Baht 1,071 million, increasing by 59.1% qoq and 68.9% yoy. For year ended December 31, 2021, the Company has gain on sale of properties for sale of Baht 2,963 million, increasing by 48.3% yoy. When compared to the same period of the previous year, the sale of NPAs tends to improve significantly. This is the result of pricing strategy and promotions through e-commerce platforms.

In this quarter, the Company has gain on installment sale of Baht 54 million, decreasing by 57.8% qoq and 84.9% yoy. For year ended December 31, 2021, the Company has gain on installment sale of Baht 690 million, increasing by 70.8% yoy. This is because in Q2/2021 the Company received a large payment of NPAs sale which is worth more than the acquisition cost of properties for sale.

Other Operating Expenses

Unit: Baht in Million	Q4/2021	Q3/2021	qoq % Inc. (Dec)	Q4/2020 (Restated)	yoy % Inc. (Dec)	2021	2020 (Restated)	yoy % Inc. (Dec)
Other operating expenses	**787**	**714**	**10.2**	**693**	**13.6**	**2,727**	**2,641**	**3.3**
Employee expenses	490	433	13.2	395	24.1	1,599	1,528	4.6
Directors' remunerations	8	2	300.0	8	0.0	13	13	0.0
Premises and equipment expenses	52	48	8.3	54	(3.7)	201	217	(7.4)
Taxes and duties	153	122	25.4	129	18.6	531	457	16.2
Impairment loss on properties for sale (reversal)	20	(8)	350.0	(3)	766.7	21	(10)	310.0
Properties for sale expenses	38	32	18.8	33	15.2	136	124	9.7
Other expenses	26	85	(69.4)	77	(66.2)	226	312	(27.6)

• For three-month period ended December 31, 2021, the Company has other operating expenses of Baht 787 million, increasing by 10.2% qoq and 13.6% yoy. For year ended December 31, 2021, the Company has other operating expenses of Baht 2,727 million, increasing by 3.3% yoy, mainly due to

- In Q4/2021, employee expenses of Baht 490 million is the main operating cost of the Company, which increased by 13.2% qoq and 24.1% yoy. For year ended December 31, 2021, the Company has employee expenses of Baht 1,599 million, increasing by 4.6% yoy. This is because the Company recorded bonus payment for the employees in relation to the business performance.
- In Q4/2021, the Company has taxes and duties of Baht 153 million, increasing by 25.4% qoq and 18.6% yoy. For the year ended December 31, 2021, the Company has taxes and duties of Baht 531 million, increasing by 16.2% yoy, mainly due to special business tax from sale of properties.
- In Q4/2021, the Company has recorded an additional impairment loss on properties for sale (reversal) of Baht 20 million, increasing by 350.0% qoq and increasing by 766.7% yoy. For year ended December 31, 2021, the Company has recorded an additional impairment loss of properties for sale of Baht 21 million, increasing by 310.0% yoy, mainly due to changes in the appraisal value.

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 year ended December 31, 2021, the Company recorded the expected credit losses of Baht 4,765 million mainly due to;

(1) The Company recorded the expected credit losses for “loans purchased of receivables” of Baht 4,712 million, divided into loans purchased of receivables - accrued interest receivables of Baht 4,531 million and additional expected credit losses from impairment of loans purchased of receivables of Baht 181 million.
(2) Expected credit losses for installment sale receivables of Baht 58 million.

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.

Collection Received from NPLs Management Business

The following table sets forth the collection received from NPLs management business for the year ended December 31, 2018, 2019, 2020 and 2021.

Collection received from NPLs management business	Year ended December 31,			
	2018	2019	2020	2021
	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)
Interest income from loans purchased[1]	1,856.8	1,518.9	5,887.9	6,047.2
Gain on loans purchased	4,438.4	7,449.6	3,835.4	3,322.1
Net repayment and adjusted entries	9,081.4	10,907.8	8,319.2	7,907.5
Total	**15,376.6**	**19,876.3**	**18,042.5**	**17,276.8**
Less the portion of accrued interest receivables and receivables repayment from the debtors by collateral[2]	(6,376.5)	(13,018.2)	(12,245.0)	(11,234.1)
Collection from the debtors during the period[3]	9,000.1	6,858.1	5,797.5	6,042.7
Collection from the Legal Execution Department during the period[4]	1,791.1	7,200.5	2,598.8	2,675.9
Total Collection from NPLs management business[5]	**10,791.2**	**14,058.6**	**8,396.3**	**8,718.6**

Note :

1 "Interest income from loans purchased" and "gain on loans purchased" are presented as two separate line items in the audited financial statements for the year ended December 31, 2018. However, these items are presented as combined line item, "Interest income from loans purchased" in the audited financial statement for the year ended December 31, 2019, 2020 and 2021 However, due to the new financial reporting standard that became effective in the current period, notes to financial statements for the year ended December 31, 2021 present "interest income on loans purchased of receivable" separately into (i) part of fully received and (ii) part of account receivable.

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

3 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.

4 Collection from the Legal Execution Department since the year ended December 31, 2021, 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.

5 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 year ended December 31, 2021, the Company's collection received from NPLs management business was Baht 8,718.6 million which consisted of collection from the debtors during the period of Baht 6,042.7 million and collection from the Legal Execution Department of Baht 2,675.9 million.

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, 2018, 2019, 2020 and 2021

Collection received from NPAs management business	Year ended December 31,			
	2018	2019	2020	2021
	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)
Outright sales				
Gain on sale of properties for sale collected in cash	3,105.5	2,907.3	1,997.9	2,963.2
Decreased acquisition or transfer costs of properties for sale – net[1]	2,216.8	2,316.9	1,881.5	3,280.8
Total collection from sale of properties for sale-Outright sales	**5,322.3**	**5,224.2**	**3,879.4**	**6,244.0**
Installment sales				
Interest income	89.2	108.0	95.0	115.0
Collected debt repayment during the periods (in terms of cost and gain)	366.4	341.4	724.0	917.0
Total collection from installment sales of properties for sale	**455.6**	**449.4**	**819.0**	**1,032.0**
Total collection received from NPAs Management business[2]	**5,777.9**	**5,673.6**	**4,698.4**	**7,276.0**

Notes :

[1] 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.

[2] 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 year ended December 31, 2021, the Company's collection received from NPAs management business is Baht 7,276.0 million which consisted of Baht 6,244.0 million from Outright sales and Baht 1,032.0 million from installment sales.

Vintage Analysis

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

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 December 31, 2021.

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
						(Baht in million, except for ratios)						
Loans purchased:												
Outstanding balance	3,634.09	9,747.39	10,808.96	7,921.89	6,501.96	7,268.34	7,760.98	6,322.57	2,741.75	3,804.59	15,165.65	81,678.15
Appraisal value[1]	7,554.71	21,396.16	20,853.09	14,742.03	15,283.02	14,184.00	16,988.69	12,655.98	6,347.00	18,660.80	36,119.22	184,794.71
Appraisal value/ Outstanding balance (x)	2.08	2.20	1.93	1.86	2.35	1.95	2.19	2.00	2.31	4.90	2.38	2.26
Foreclosed collateral Properties :	(Time since transferred to NPAs)											
Outstanding balance[2]	4,831.03	4,445.82	4,079.96	2,941.26	2,299.85	1,459.73	1,582.72	591.00	693.12	145.58	1,617.78	24,687.87
Appraisal value	8,819.98	8,597.82	8,075.07	6,121.05	4,513.54	3,239.29	2,797.25	1,435.95	803.74	357.01	4,319.06	49,079.75
Appraisal value/ Outstanding balance (x)	1.83	1.93	1.98	2.08	1.96	2.22	1.77	2.43	1.16	2.45	2.67	1.99

Notes

1 Collateral value calculated based on the appraised price in accordance with the latest resolution of the committee on the apprise 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.

2 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 1.99 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 throughout 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 December 31, 2021.

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
						(Baht in million, except for ratios)						
Loans purchased and Foreclosed Collateral Properties												
Total collection.....	30.86	1,001.40	2,105.43	2,500.27	3,992.86	4,853.88	7,434.88	7,078.60	7,485.81	30,632.11	160,546.51	227,662.61
Distressed debt asset collection.....	30.86	929.94	2,035.42	2,274.78	3,354.50	4,049.49	6,036.20	5,840.94	4,901.39	27,056.60	118,918.50	175,428.63
Foreclosed Collateral Properties collection.....	0.00	71.46	70.01	225.49	638.36	804.38	1,398.67	1,237.66	2,584.42	3,575.51	41,628.00	52,233.98
Acquisition cost.....	3,663.91	10,619.74	12,790.24	11,006.80	10,678.15	12,634.68	15,203.02	13,852.31	8,333.43	18,045.51	120,809.18	237,636.97
Collection/ Acquisition cost (%).....	0.84	9.43	16.46	22.72	37.39	38.42	48.90	51.10	89.83	169.75	132.89	95.80

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 December 31, 2021 total collection for assets acquired from 2 - less than 3 years is 16.46% which is lower than the total collection for assets acquired over 10 years ago of 132.89%

From the portfolios of loans purchase that the Company have acquired in the 1 to 2 years prior to December 31, 2021 of Baht 1,001.40 million (of which Baht 929.94 million was from distressed debt assets and Baht 71.46 million was from Foreclosed Collateral Properties) and had a total balance of Baht 14,193.21 million of loans purchased which we had acquired within one to two years before (of which Baht 9,747.39 million is from distressed debt assets and Baht 4,445.82 million is from Foreclosed Collateral Properties), with a total appraisal value of Baht 29,993.98 million (of which Baht 21,396.16 million from distressed assets and Baht 8,597.82 million from Foreclosed Collateral Properties).

Directly Acquired Properties for sale

The following table sets forth certain details regarding the appraisal value and outstanding balance of properties for sale that acquired directly ("Directly Acquired Properties for Sale") as of December 31, 2021.

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
					(Baht in million, except for ratios)							
Directly Acquired Properties for sale:												
Outstanding balance.....	5.50	1,058.41	406.79	907.19	177.60	183.32	98.84	7.94	265.03	710.40	1,547.76	5,368.77
Appraisal value.....	7.81	2,377.83	753.19	1,687.94	403.87	382.16	191.48	15.80	782.98	2,739.73	5,579.92	14,920.71
Appraisal value/ outstanding balance (x)	1.42	2.25	1.85	1.86	2.27	2.08	1.94	1.99	2.95	3.86	3.61	2.78

As of December 31, 2021, the total appraised value of the assets is 2.78x 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 December 31, 2021.

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
						(Baht in million, except for ratios)						
Direct properties for sale:												
Collection.....	0.00	147.18	162.81	150.75	151.83	722.42	99.56	12.42	3,480.50	5,203.08	36,337.08	46,467.63
Acquisition cost.....	6.02	1,340.86	583.31	1,223.58	283.83	629.44	170.08	17.91	1,475.39	2,615.89	19,259.29	27,605.59
Collection/acquisition cost												
(%).....	0.00	10.98	27.91	12.32	53.49	114.77	58.54	69.35	235.90	198.90	188.67	168.33

As of December 31, 2021, collection for Directly Acquired Properties for sale is 27.91% of the acquisition cost of assets acquired from 2 – less than 3 years as compared with 188.67% of that of assets acquired more than 10 years.

We had collected Baht 147.18 million from the properties for sale that we directly acquired 1 to 2 years prior to December 31, 2021. The Company had total outstanding balance of Baht 1,058.41 million and total appraisal value of Baht 2,377.83 million.

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[1]	Year ended December 31,			
	2018	2019	2020[2]	2021[2]
	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)
Debtor 1	3,065	3,035	3,035	3,035
Debtor 2	2,127	589	589	589
Debtor 3	587	579	558	558
Debtor 4	579	507	389	389
Debtor 5	508	389	334	334
Debtor 6	324	334	324	323
Debtor 7	317	324	290	290
Debtor 8	304	319	287	287
Debtor 9	230	300	261	261
Debtor 10	216	230	224	224
Sub-total	**8,257**	**6,606**	**6,291**	**6,291**
Total NPLs[3]	**75,434**	**77,375**	**77,726**	**73,406**

Notes :
1 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.
2 Information regarding top 10 debtors by remaining acquisition of NPLs for the year ended December 31, 2020 and for the year ended December 31, 2021 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.
3 Due to the new financial report standards, “loans purchased” (NPLs) is reclassified into “loans purchased of receivables and accrued interest receivables- net.”

NPAs Concentration by Region and by Type

Our NPAs are located throughout Thailand. As of December 31, 2021, 40.4% of net value of our NPAs are located in Bangkok and its vicinity and 52.6% 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,			
	2018	2019	2020	2021
	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)
Value of NPAs by Geography of Real estate				
Immovable assets				
Bangkok and its vicinity	9,066	9,988	12,255	11,976
Central and Eastern Thailand	5,390	6,137	6,582	6,893
Northern Thailand	3,042	3,432	3,742	4,089
Northeast Thailand	1,638	2,158	2,698	3,034
Southern Thailand	1,245	1,969	2,587	3,450
Moveable assets	215	215	214	224
Total	**20,596**	**23,899**	**28,078**	**29,666**

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

	As of December 31,			
	2018	2019	2020	2021
	Baht (Million)	Baht (Million)	Baht (Million)	Baht (Million)
Value of NPAs by Type of Real estate				
Immovable assets				
Vacant land	5,510	5,243	6,023	5,415
Hotels	367	450	591	697
Commercial properties	5,414	6,453	7,186	7,720
Residential properties	9,090	11,539	14,065	15,610
Movable assets	215	215	214	224
Total	**20,596**	**23,899**	**28,078**	**29,666**

As of December 31, 2021, the Company has net NPAs value of Baht 29,666 million and the appraisal NPAs value of Baht 64,255 million (of which Baht 63,840 million for immovable assets and Baht 415 million for movable assets).

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Bami

Part 1

Business Operations and Performance

5 General Information Other Important Information



General Information

Bangkok Commercial Asset Management Public Company Limited (Company or BAM) has an essential target to drive the economy by correcting non-performing loans (NPLs) of the financial institutions to add values of the non-performing loans with better quality and higher values that they can be circulated in the economic system. The Company's main operations are as follows

- Attend the bidding for non-performing loans "NPLs" by engaging in the management and restructuring debts based on the negotiation for composition.
- Arrange a guideline for managing the number of non-performing assets "NPAs" to be effective and comprehensive with a strategy of improving the assets to be in good an available condition that they are more needed in market places and can be distributed to third parties.

After the Company accepts the purchase and transfer of NPLs from different financial institutions, the company will make a letter of invitation to debtors to negotiate for debt restructuring based on cooperation. It is considered from solvency of the debtors to find the best solution for highest benefits of both parties. Nevertheless, the Company also gives an opportunity to debtors to negotiate for composition although they are in the middle of a lawsuit so that the debtors can return to the economic system as normal.

The Company has various kinds of NPAs dissipated nationwide such as empty lands, hotels, factories, commercial buildings, residential units, detached houses, townhouses etc. that the company accepts the transfer from 1) debtors transferring property for debt settlement, 2) auction of the Legal Execution Department and 3) the financial institutions. When the company receives the transfer of NPAs ownership, it will hurriedly proceed with provision of details and registration of NPAs control as well as survey and inspect the property's condition to collect data. After that, the company will raise awareness to public by attaching a notice at the property's location, a booth, or advertise the information through both online and offline media such as publications, TV, radio, billboard as well as website www.bam.co.th, and communication through social media of BAM.

Nevertheless, the Company manages and improves NPAs such as maintaining and repairing them to be in a sellable condition with no depreciation, paying other expenses related to the properties, as well as hiring a security guard as it sees fit. The company determines a guideline for managing NPAs by type of the properties including plain area, highland, empty land, and property for investment such as unfinished projects and properties with high value, suitable for major investors for further development. Such code of management can enhance expertise and management of each property type. For NPAs that cannot be sold, the company will manage them by considering the lease of some properties as it sees fit to earn revenue and decrease the opportunity cost and expenses upon possession. Meanwhile, it is to prevent degeneration of the properties and hostile possession or trespassing.

Other Important Information

Head Office Information

Head Office : 99 Surasak Rd., Silom, Bang Rak, Bangkok 10500
Company registration number : 0107558000482
Home Page : http://www.bam.co.th
Telephone : 02-267-1900
Fax. : 02-266-3377

Information about branches

The company has a total of 25 branch offices.

Branches in Bangkok and Metropolitan

Branch Don Mueang Office
Address 242/8-9 Soi Vibhavadi Rangsit 82 Sanam Bin, Don Mueang, Bangkok 10210
Telephone 02-533-6511-13
Fax. 02-533-6514

Central Region

Branch Suphan Buri Office
Address 330/1-3 Moo 5, Phaikwang-Ladtan Rd., Tha Rahat Sub-district, Mueang District, Suphan Buri 72000
Telephone (035) 524-183-5, (035) 522-993
Fax. (035) 524-186

Branch Saraburi Office
Address 127 Phahon Yothin Rd., Pak Phriao Sub-district, Mueang District, Saraburi 18000
Telephone (036) 221-871, (036) 223-989
Fax. (036) 223-733

Branch Nakhon Pathom Office
Address 603 Phet Kasem Rd., Huai Chorakhe Sub-district, Mueang District, Nakhon Pathom 73000
Telephone (034) 243-381-3
Fax. (034) 243-384

Branch Ratchaburi Office
Address 194/2 Songphol Rd., Ban Pong Sub-district, Ban Pong District, Ratchaburi 70110
Telephone (032) 211-045, (032) 211-934, (032) 301-021
Fax. (032) 221-892

Northern Region

Branch Phitsanulok Office
Address 227/27 Borommatrailokkanat Rd., Nai Mueang Sub-district, Mueang District, Phitsanulok 65000
Telephone (055) 247-488-9
Fax. (055) 247-487

Branch Nakhon Sawan Office
Address 1250/9-10 Moo 10, Phahonyothin Rd., Nakhon Sawan Tok Sub-district, Muang Nakhon Sawan District, Nakhon Sawan, 60000
Telephone (056) 372-107-8
Fax. (056) 372-109

Branch Chiang Rai Office
Address 246 Thanalai Rd., Wiang Sub-district, Mueang District, Chiang Rai 57000
Telephone (053) 711-763, (053) 711-003, (053) 711-146, (053) 711-773
Fax. (053) 711-503

Branch Chiang Mai Office (Kaeo Nawarat)
Address 207/11 Kaeo Nawarat Rd., Wat Ket Sub-district, Mueang District, Chiang Mai 50000
Telephone (053) 266-472-5
Fax. (053) 266-476

Branch Chiang Mai Office (Charoen Mueang)
Address 115 Charoen Mueang Rd., Wat Ket Sub-district, Mueang District, Chiang Mai 50000
Telephone (053) 244-075-6
Fax. (053) 244-077

Branch Lampang Office
Address 399/7-8 Lampang-Ngao Highway Rd., Suan Dok Sub-district, Mueang District, Lampang 52100
Telephone (054) 217-127, (054) 217-321, (054) 228-344, (054) 228-380
Fax. (054) 226-641

Branch Phrae Office
Address 235 Charoen Mueang Rd., Nai Wiang Sub-district, Mueang District, Phrae 54000
Telephone (054) 511-049, (054) 511-546, (054) 621-121
Fax. (054) 511-782

Northeastern Region

Branch Nakhon Ratchasima Office
Address 30 Pho Klang Rd., Nai Mueang Sub-district, Mueang District, Nakhon Ratchasima 30000
Telephone (044) 244-388, (044) 255-726, (044) 244-288
Fax. (044) 241-594, (044) 259-386

Branch Udon Thani Office
Address 165, 167 Pho Si Rd., Mak Kaeng Sub-district, Mueang District, Udon Thani 41000
Telephone (042) 240-538-40
Fax. (042) 221-158

Branch Khon Kaen Office
Address 292 Na Mueang Rd., Nai Mueang Sub-district, Mueang District, Khon Kaen 40000
Telephone (043) 225-226-8
Fax. (043) 226-219

Branch Ubon Ratchathani Office
Address 7 Kantharaluk Rd., Warin Chamrap Sub-district, Warin Chamrap District, Ubon Ratchathani 34190
Telephone (045) 321-382, (045) 321-161, (045) 269-422
Fax. (045) 321-062

Eastern Region

Branch Chon Buri Office
Address 83/5-7 Moo 2, Sukhumvit Rd., Samet Sub-district, Mueang District, Chon Buri 20000
Telephone (038) 144-130-2
Fax. (038) 144-135

Branch Chachoengsao Office
Address 108/16-17 Mahachakaphat Rd., Na Mueang Sub-district, Mueang District, Chachoengsao 24000
Telephone (038) 512-900-1
Fax. (038) 512-902

Branch Rayong Office
Address 79 Sukhumvit Rd., Tha Pradu Sub-district, Mueang District, Rayong 21000
Telephone (038) 611-591, (038) 612-836, (038) 611-028
Fax. (038) 612-837

Southern Region

Branch Prachuap Khiri Khan Office
Address 41 Moo 2, Phet Kasem Rd., Khao Noi Sub-district, Pran Buri District, Prachuap Khiri Khan 77120
Telephone (032) 621-499, (032) 622-039, (032) 622-050
Fax. (032) 622-051

Branch Surat Thani Office
Address 14-14/1-2 Talat Mai Rd., Talat Sub-district, Mueang District, Surat Thani 84000
Telephone (077) 284-961-3, (077) 288-962
Fax. (077) 281-287

Branch Phuket Office
Address 5/5,5/11 Moo 8, Chalong Sub-district, Muang Phuket District, Phuket 83130
Telephone (076) 384-461-3
Fax. (076) 384-464

Branch Nakhon Si Thammarat Office
Address 81/1 Phattanakan Khu Kwang 98/2 Rd., Soi Mae Ang Thong, Nai Mueang Sub-district, Mueang District, Nakhon Si Thammarat 80000
Telephone (075) 344-770-2
Fax. (075) 344-773

Branch Hat Yai Office
Address 257 Phet Kasem Rd., Hat Yai Sub-district, Hat Yai District, Songkhla 90110
Telephone (074) 261-501-4
Fax. (074) 262-572

Branch Yala Office
Address 79, 81 Phiphit Phakdi Rd., Sateng Sub-district, Mueang District, Yala 95000
Telephone (073) 223-740-2
Fax. (073) 223-743

Auditor

Name EY Company Limited
Address 33rd Floor, Lake Rajada Office Complex, 193/136-137 Rajadapisek Road, Klongtoey, Bangkok 10110
Telephone 02-264-0777
Fax. 02-264-0789

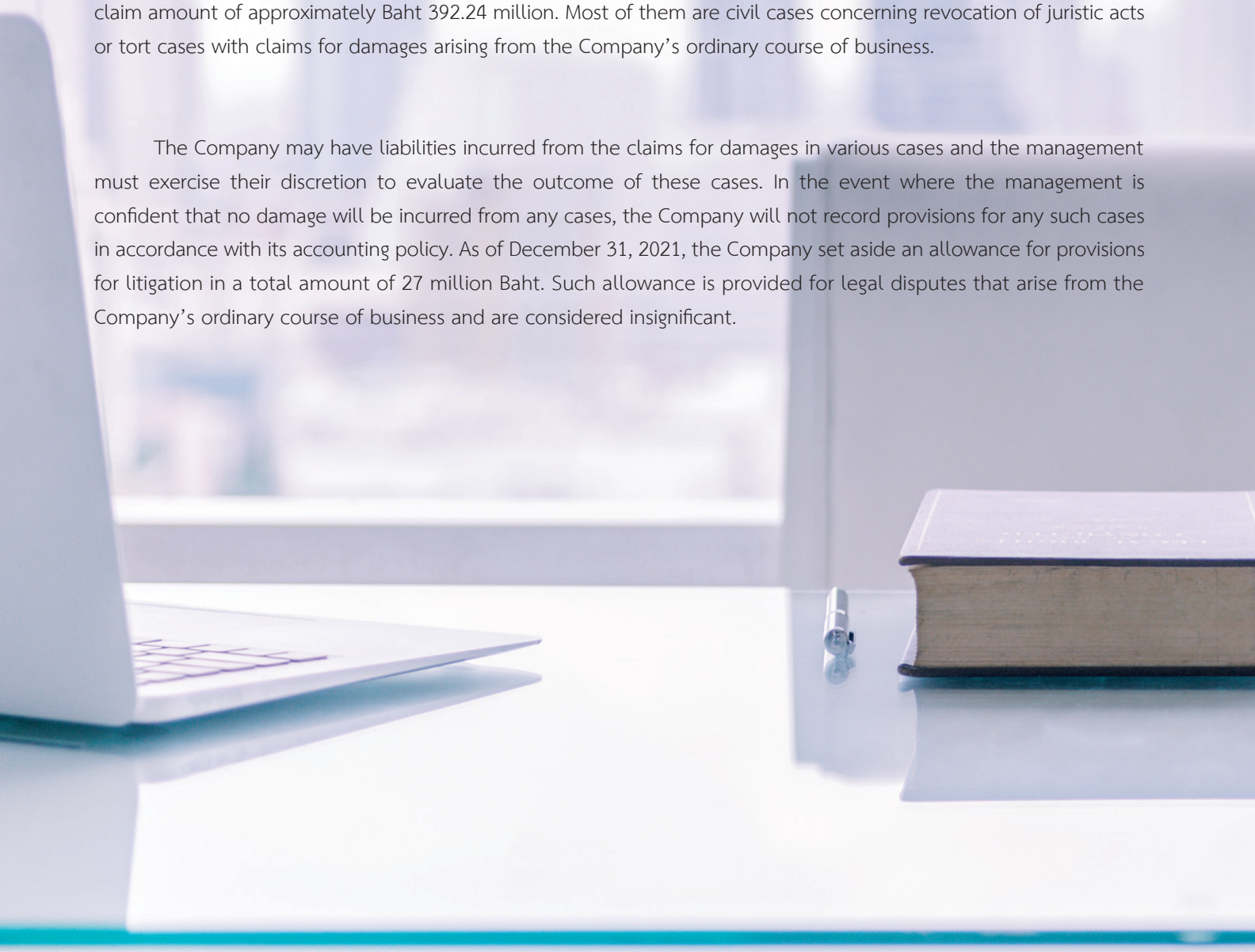
Securities Registrar

Name Thailand Securities Depository Co., Ltd.
Address 93, 14th Floor, Ratchadaphisek Road, Din Daeng, Din Daeng, Bangkok 10400
Telephone 02-009-9999
Fax. None

Legal Disputes

As of December 31, 2021, there were a total of 30 ongoing lawsuits against the Company, with an aggregate claim amount of approximately Baht 392.24 million. Most of them are civil cases concerning revocation of juristic acts or tort cases with claims for damages arising from the Company's ordinary course of business.

The Company may have liabilities incurred from the claims for damages in various cases and the management must exercise their discretion to evaluate the outcome of these cases. In the event where the management is confident that no damage will be incurred from any cases, the Company will not record provisions for any such cases in accordance with its accounting policy. As of December 31, 2021, the Company set aside an allowance for provisions for litigation in a total amount of 27 million Baht. Such allowance is provided for legal disputes that arise from the Company's ordinary course of business and are considered insignificant.



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Part 2

Corporate Governance

6 Corporate Governance Policy



1 Awareness of the role and responsibility of the Board of Directors as the organization leader to sustainably create value to the Company

2 Determination of the Company's objectives and goals for sustainability

3 Strengthening of the Board of Directors' effectiveness

4 Recruitment and development of top executives and personnel management

5 Promotion of innovations and reponsible business conduct

6 Implementation of appropriate risk management system and internal control system

7 Maintaining of financial credibility and disclosure of information

8 Promotion of shareholders' participation and communication



Corporate Governance

Corporate Governance Policy

The Company recognizes the importance of corporate governance, which is the key factor that allows an organization to have good management standards and business ethics, to assure its customers and the public that the Company's operational processes are independent, transparent, efficient, and fair to all concerned parties. To achieve this, the Company must disclose information under the Corporate Governance Code (CG Code), as follows:

Guideline 1 Awareness of the role and responsibility of the Board of Directors as the organization leader to sustainably create value to the Company

The Board of Directors emphasizes and recognizes its role and responsibility as the organization leader that must protect and preserve the benefits of shareholders and stakeholders. Therefore, the Board of Directors determines the Company's strategy and direction of business operation, both at present and for the long term, establishes the audit process and supervises the Company's business operation, making sure that the Company conducts its business transparently in order to sustainably create value to the organization.

Guideline 1.1 Creation of the Company's vision and mission

The Board of Directors determines the Company's vision and mission in order for the directors, top executives, executives, and employees to head towards the same direction, and reviews the vision and mission on a yearly basis. In this regard, the Board of Directors' Meeting No. 18/2020, held on Friday, 4 December 2022, resolved to approve the vision, "To be a center of opportunities in creating value as a One-stop Solution Asset Management Company with considerable growth to move forward the economy and society," and the following mission:

- Introducing proven technology and innovation for future changes
- Uplift products and services to best serve our customers and all sectors
- Build an integrated network of partners and customer base
- Passing on legacy and values to the newly trained generations
- Uphold ESG integration into governing principle

Guideline 1.2 Sustainable value creation

The Board of Directors entrusts the Corporate Governance and Social Responsibilities Committee with the duty to support the Company's operation, by formulating policies, regulations and guidelines on various business operations of the Company in conformity with the principles of good corporate governance and corporate social responsibility, in order to bring sustainable success to the Company.

In this respect, the Corporate Social Responsibility (CSR) Working Group was set up to be responsible for considering the CSR-related plans and activities and the provision of assistance to society in various dimensions. The Company has consistently arranged CSR activities by concentrating on four main activities and other projects as follows:

- Education: Granting of 90 yearly scholarships to primary and secondary school students and college students (environmental field), renovation of school buildings, improvement of academic institutes, and educational development.
- Public health: Donation of medical equipment to 10 hospitals in all parts of the country.
- Help to the less fortunate or those in trouble: Donation of items for the National Children's Day activities and donation of sports equipment and educational equipment to needy schools.
- Support for other activities: Public charity and public interest, music, sports, arts and culture, and environment.
- HOPE Project: Building houses for the underprivileged people.
- BAM Upskill for the New Normal Life Project: Job creation for life-changing.

In the wake of the COVID-19 pandemic which has spread globally and has had persistent and far- reaching effects, the Company is concerned about its debt restructuring customers and customers purchasing NPAs with installment payments who have been hit by this crisis such that they have become less able, or even unable, to repay their debts for the time being. Therefore, the Company has issued three relief measures to assist its debt restructuring customers and customers purchasing NPAs with installment payments, thereby allowing them to choose one of the three measures that best matches their debt servicing capability, as follows: (1) suspension of principal and interest payments; (2) suspension of principal and interest payments and, after that, payment of interest only; and (3) suspension of principal repayments (payment of interest only) until the December 2021 installment. Customers eligible for such debt moratorium programs must be those affected by the COVID-19 pandemic, including customers undergoing debt restructuring with the Company, both retail and SME customers; and customers purchasing NPAs with installment payments to the Company.

Guideline 1.3 Authority and duty of the Board of Directors

The Board of Directors has the authority and duty to supervise the Company and its business operation in conformity with the laws, the Company's objectives and Articles of Association, and resolution of the shareholders' meeting.

Guideline 1.4 Authority and duty of board-level committees

The Board of Directors appoints six board-level committees, consisting of the Executive Committee, the Audit Committee, the Risk Oversight Committee, the Corporate Governance and Social Responsibilities Committee, and the Nomination and Remuneration Committee and the Technology Committee to be responsible for the tasks assigned by the Board of Directors.

Guideline 2 Determination of the Company's objectives and goals for sustainability

Guideline 2.1 Formulation of policies, goals and strategies

The Board of Directors determines the policies, goals and strategies for the Company's business operation, and considers and approves the business plans and annual budgets that align with the Company's business operation.

Guideline 2.2 Business operation under the strategic plan and vision

To ensure that the business is operated in line with the strategic plan and vision, the Board of Directors, therefore, determines the business goals as a guideline for the operation. The results of operation under the plan are to be reported to the Board of Directors on a quarterly basis. The plan is divided into four perspectives:

- Finance perspective;
- Customer perspective;
- Business process/internal operation perspective; and
- Learning and growth perspective

Guideline 3 Strengthening of the Board of Directors' Effectiveness

Guideline 3.1 Structure and composition of the Board of Directors

In terms of its structure, the Board of Directors consists of the Board of Directors and board-level committees which are the Executive Committee, the Audit Committee, the Risk Oversight Committee, the Corporate Governance and Social Responsibilities Committee, the Nomination and Remuneration Committee, and the Technology Committee.

3.1.1 The Board of Directors

The Board of Directors is composed of chairman and directors. At present, there are a total of 10 members of the Board of Directors, four of whom are independent directors, representing 40 percent of the total number of directors.

3.1.2 Independent directors

The Company instructs its independent directors to verify and certify their independence on their own. All of them meet the qualifications specified in the Corporate Governance Code.

The Board of Directors' Meeting No. 13/2021 on 5 November 2021 resolved to approve the policy to limit the term of office of an independent director at nine years. As for the board-level committee members, who according to the best practices should be independent directors, the term of office of each of such members may also be limited at nine years under the said policy and so specified in the relevant charters.

Later, the Board of Directors' Meeting No. 14/2021 on 3 December 2021 resolved to approve an amendment to the Audit Committee Charter and the Nomination and Remuneration Committee Charter, whereby their members who are independent directors shall hold a consecutive term of office of no longer than nine years from the date of appointment by the Board of Directors.

Guideline 3.2 Term of office of the Board of Directors

For the term of office of the Board of Directors, at every annual general meeting of shareholders, one-third (1/3) of the directors shall retire from office, or in the case where the number of directors is not a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office.

The directors to retire from office in the first year and the second year after registration of the Company shall be decided by drawing lots. In subsequent years, the directors who have been the longest in office shall retire first. The directors retiring by rotation are eligible for re-election.

Apart from retiring from office by rotation, the directors shall vacate office upon:

(1) death;
(2) resignation;
(3) disqualification or possession of prohibited characteristics as prescribed by laws;
(4) removal by resolution of a shareholders' meeting; or
(5) removal by a court order.

Guideline 3.3 Nomination and appointment of members and chairman of the Board of Directors

For the nomination and appointment of directors, the Company appoints the Nomination and Remuneration Committee to be responsible for considering, selecting and nominating candidates for appointment as directors. The Nomination and Remuneration Committee recruits and nominates the candidates based on their knowledge, capabilities and qualifications. The candidates must neither possess any prohibited characteristics in accordance with the applicable laws nor have any conflict of interest with or interest in the Company's business. No director may hold directorship positions in more than five listed companies, inclusive of the directorship position in the Company.

The Board Chairman is to be appointed by the Board of Directors. The Board Chairman has the main duty of formulating and supervising the Company's policies and monitoring and evaluating the Company's performance. The duty of the Board Chairman is segregated from the management function. The Board Chairman also plays the main role in supervising and ensuring that the Board of Directors performs its duties efficiently and independently from the management, and supervising and ensuring that the Board of Directors, top executives, executives and employees at all levels abide by the corporate governance principles and business ethics in their operation until these principles have become part of the organization culture.

Guideline 3.4 Directors' remuneration

The Board of Directors assigns the Nomination and Remuneration Committee to consider and determine yearly remuneration of the directors based on comparable information of other similar businesses, and to propose the directors' remuneration for the shareholders' approval.

Guideline 3.5 The Board of Directors' meetings

A yearly schedule of the Board of Directors' meetings is determined in advance. In the meeting, the Board Chairman shall encourage the directors to exercise their judgment with due care and ensure that the time used for the meeting is properly managed. All directors are duty-bound to attend every meeting of the Board of Directors, except in case of necessary absence.

The Board of Directors regularly meets on a monthly basis. The Office of Company Secretary will submit a letter of invitation to the Board of Directors' meeting together with meeting agenda and documents at least seven days ahead of the meeting date in order to allow sufficient time for the Board of Directors to study the information before joining each meeting.

In 2021, the Board of Directors held a total of 15 meeting s and held one meeting among the non-executive directors and without presence of the management so as for the directors to discuss and share their opinions freely and monitor the management's operation efficiently. Moreover, the Board of Directors has a policy to prohibit the directors and executives who are connected persons or have a vested interest in any agenda item from participating in the meeting or casting votes on any such agenda item, and also sets a policy on the minimum meeting forum whereby there must be at least two-thirds of the total number of directors present at the meeting at the time of casting votes on such agenda item.

Guideline 3.6 The Company's investment policy in the case of subsidiaries and/or associated companies

At present, the Company does not have any subsidiary and/or associated company. However, if, in the future, the Company makes investment to the extent that the investee companies become its subsidiaries and/or associated companies, the Company will devise an operational framework in accordance with its investment policy and will focus its investment on the business that supports the business operation of its group and creates a synergy or generates benefit or return on investment from such business.

Guideline 3.7 Evaluation of directors' performance

The Board of Directors conducts a performance evaluation on both the individual directors and the whole Board of Directors on a yearly basis so that the evaluation results could be used for further development of the directors in performing of their duties.

Self-assessment of the Board of Directors is divided into two types: self-assessment of the Board of Directors as a whole and self-assessment of the Board of Directors on an individual basis. In this respect, the self-assessment forms designed by the Stock Exchange of Thailand are used as the guidelines and adapted to suit the characteristics and structure of the Company's Board of Directors. The criteria for self-assessment of the Board of Directors as a whole are as follows:

- Criteria for self-assessment of the Board of Directors as a whole
  1. Board structure and qualifications
  2. Roles, duties and responsibilities of the board
  3. The board meeting
  4. Duties of directors
  5. Relationship with the management
  6. Director's self-improvement and management training
- Criteria for self-assessment of the Board of Directors on an individual basis
  1. Board structure and qualifications
  2. The board meeting
  3. Roles, duties and responsibilities of the board

• Procedure After the assessment forms have been approved, the Office of Company Secretary will submit the forms to all directors to conduct the two types of assessment and will then compile and conclude the overall assessment results as well as the comments and suggestions provided by the directors before presenting to the Board of Directors for acknowledgement and discussion to seek ways to enhance work efficiency and bring about the utmost benefit.

All committees are to conduct the self-assessment both as a whole and on an individual basis once a year, using the self-assessment forms designed by the Stock Exchange of Thailand as the guidelines and adapting to suit the characteristics and structure of each committee. The criteria and procedure for self-assessment are as follows:

- Criteria for self-assessment of the committees as a whole and on an individual basis
  1. Committee structure and qualifications
  2. The committee meeting
  3. Roles, duties and responsibilities of the committee

• Procedure After the assessment forms have been approved, the secretary of each committee will submit the forms to all committee members to conduct the two types of assessment and will then compile and conclude the overall assessment results as well as the comments and suggestions provided by the committee members before presenting to the Board of Directors for acknowledgement and discussion to seek ways to enhance work efficiency and bring about the utmost benefit.

Guideline 3.8 Development of the Board of Directors and the new directors

3.8.1 Plan for development of the Board of Directors

The Board of Directors monitors and ensures that the individual directors possess the knowledge and understanding about their roles and duties, the nature of the Company's business operation, and the relevant laws. The Board of Directors also encourages all directors to regularly develop their skills and knowledge required for performing of their duties. In the past year, the Company developed the directors' knowledge by providing them with training courses such as Role of the Chairman Program Class, Board Nomination and Compensation Program (BNCP), IT Governance and Cyber Resilience Program (ITG), etc.

3.8.2 New director orientation

The Company Secretary is assigned to meet the newly appointed directors and provide them with the following information:

(1) duties of directors;
(2) business direction;
(3) board structure, remuneration and meeting plan; and
(4) key policies and relevant laws.

Guideline 3.9 Reporting to the Board of Directors

The Board of Directors appoints a Company Secretary to perform duties in accordance with Section 89/15 of the Securities and Exchange Act B.E. 2535, as amended, prescribing the role and duties of a company secretary. In this regard, the Company Secretary shall be responsible for the following matters on behalf of the Company or the Board of Directors:

(1) preparing and keeping the following documents: a register of directors, a notice calling the Board of Directors' meeting, minutes of the Board of Directors' meeting, an annual report of the Company, a notice calling a shareholders' meeting, and minutes of the shareholders' meeting;
(2) keeping a report on interest filed by the directors and top executives; and
(3) performing any other acts as specified in the notification of the Capital Market Supervisory Board.

In 2021, the Company encouraged training to enhance the Company Secretary's knowledge by assigning him to attend training courses, namely Data Governance for Management arranged by BAM MST, Company Secretary Profession Development Project, Sustainable Thailand (Sustainable Investing, Sustainable Banking) online, Role of Company Secretary in Upgrading CG for Anti-Corruption, Training Course on Introduction to Carbon Footprint Assessment for Organizations, Technique for Preparation of a Notice to the AGM According to the Related Regulations, etc.



Guideline 4 Recruitment and development of top executives and personnel management

Guideline 4.1 Nomination and performance evaluation of the President

Nomination of the President

The Nomination and Remuneration Committee has duty to select and nominate a person who has the required knowledge, capability and experience to assume the post of the President for consideration by the Board of Directors in accordance with the laws and regulations applicable to the Company.

Guideline 4.2 Nomination and development of top executives

Nomination of top executives

The Board of Directors assigns the Nomination and Remuneration Committee to supervise the nomination of the top executives and their remuneration in accordance with the efficiency of their performance.



Top executive development plan

In order for the Company to uninterruptedly operate its business and achieve its goals, the Board of Directors is aware of the importance of succession plan preparation to ensure availability of top executives who have sufficient knowledge and capabilities to fill any vacant management positions or assume any new positions in the future.

Top executive remuneration policy

The Nomination and Remuneration Committee is responsible for performance assessment and remuneration of Chief Executive Officer, President, and Senior Executive Vice Presidents for further approval by the Board of Directors. The consideration is made based on factors such as their duties and responsibilities, the Company's business performance, their individual performance according to the policy determined by the Board of Directors, their management and leadership capability, their ability in business development, the yearly improvement of efficiency and change management, and the overall economic and social conditions.

The performance assessment of Chief Executive Officer, President, and Senior Executive Vice Presidents is conducted based on the performance indicators and targets determined in line with the yearly goals and performance against the long-term strategic objectives. These indicators cover four perspectives: financial perspective, internal process perspective, customer perspective, and learning and growth perspective. The rates of yearly pay increase and bonus are commensurate with the performance assessment results, the indicator scores, the current performance (short-term), and the performance against the Company's long-term strategy, which could demonstrate the vision and lead to value creation and capability enhancement of the Company in the long run.

Guideline 4.3 Structure of relationship with shareholders

The Board of Directors understands the structure of the Company's relationship with its shareholders, and holds a meeting with the shareholders at least once a year to discuss any doubtful issues or any essential issues that may have an effect on the Company's business.

Guideline 5 Promotion of innovations and responsible business conduct

Guideline 5.1 Promotion of innovations

Today's technology is ever-changing and playing a greater role in business operation and everyday life, involving, among others, financial transactions, shopping, public transport services, or even food ordering, all of which can be conducted online, hence leading to changing consumer behaviors.

In order for the business to adapt to these changes, the Board of Directors gives importance to promotion of innovations and plans on digital transformation. To such end, the BAM Digital Enterprise

master plan has been devised with a view to streamlining the business processes, ranging from the process which is the business foundation to the customer contact and service process, and also improving cyber security to enhance work efficiency. Moreover, innovations for data use are promoted in order for the Company to become an organization with data-driven decision making. The Board of Directors also gives importance to cultivating among the Company's employees the open-mindedness for changes and creative innovations that can be used for linking the Company's goals and its ability to answer the demands of its customers and society evenly.

Guideline 5.2 Resource allocation and management

The Board of Directors monitors and supervises the Company's resource management to ensure that the Company will manage its resources efficiently and effectively, taking into account the potential effects and the resource development, which includes its employees, business partners, customers, and stakeholders.

Guideline 5.3 Information system security policy

The Board of Directors defines the Company's information system security policy in order to safeguard the Company's information system and ensure that the Company's information system will be well managed and supervised with great efficiency in accordance with the provisions of the law and the Notification of the Electronic Transactions Commission on Policy and Practice Guideline on Maintenance of Information Security of Government Agencies B.E. 2553, based on the ISO/IEC 27001 Standard.

Guideline 6 Implementation of appropriate risk management system and internal control system

Guideline 6.1 Risk management and internal control

The Company recognizes the importance of efficient and effective risk management that will enable it to manage risks in a timely manner. As such, the Company continuously develops and reviews the policy, tools and procedures for risk management in order to cushion against risks which tend to increase in line with various risk factors, as well as aligns its risk management with the changing regulations of the authorities and the supervising agency.

Amid the global COVID-19 crisis that erupted in early 2020 and started to affect Thailand in March, the Company continuously keeps abreast of the situation and assigns the Business Continuity Management (BCM) Working Group, which consists of its top executives, to urgently devise measures and prepare a business continuity plan (BCP) to cope with the COVID-19 crisis. In this respect, the Company adopts the guideline for COVID-19 infection prevention established by the Department of Disease Control, Ministry of Public Health, for use in the organization, as follows:

- Announce the guidelines for the employees to prevent the spread of the COVID-19.
- Prepare the BCP to prioritize the significant types of work in four phases of the pandemic: Phase 1 Pre-Pandemic; Phase 2 Alert; Phase 3 Pandemic; and Phase 4 Post-Pandemic.
- Designate the screening points at the entrance/exit of the office buildings.
- Spray disinfectants in all areas of the Head Office and branch offices throughout the country.
- Formulate the practice guides for employees in case there are persons found to contract COVID-19 within the office building.
- Establish BAM Isolation Unit at De Val Resort in Nakhon Nayok Province to accommodate the COVID-19 infected employees who show no or mild symptoms.
- Determine the percentage of working from home according to the COVID-19 situation.
- Campaign for and seek cooperation from all employees in receiving the COVID-19 vaccinations.

1. Devise measures for BAM Universal Prevention and BAM COVID-Free Setting.

2. Devise measures for performing of duties in the COVID-19 situation by, for instance, requiring all employees and outsource staff to conduct the rapid antigen testing on every Monday before coming to the office, etc.

- Arrange the 2021 Annual General Meeting of Shareholders through the E-meeting method pursuant to the Emergency Decree on Meetings via Electronic Means B.E. 2563 so as to abide by the social distancing rules.

In addition, the Board of Directors instructs that a study be made to analyze and prepare the "Lessons Learned from the COVID-19 Crisis of BAM" that has impacted the Company's employees and operational performance. The study results will be used for preparing and adjusting the working methods of the employees so that they will be ready for the work from home or work from anywhere in the future when any critical situation arises and the working strategies will likely be changed to fit with the nature of business of the Company in the future.

Guideline 6.2 Internal audit and internal control

The Board of Directors appoints the Audit Committee, which consists of the chairman and at least two but not more than four committee members. All of them must have the qualifications and perform duties in accordance with the regulations of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand, as well as the relevant laws and the principles of corporate governance, in order to bring sustainable success to the Company.

Guideline 6.3 Management of conflict of interest

Recognizing the significance of conflict of interest prevention, the Board of Directors maps out the policy and practice guidelines on prevention of a conflict of interest, thereby prohibiting the directors, top executives, executives and employees from operating any business in competition with the Company and from conducting any related party transaction that may create a conflict of interest.

Guideline 6.4 Anti-corruption policy

The Board of Directors reviews the "anti-corruption policy," which took effect on 6 August 2021, and instructs all directors, top executives, executives and employees to use it as a practice guideline in accordance with the principles of corporate governance in order to ensure efficiency in management and comply with the standard of SET-listed companies. The Board of Directors gives priority to the fight against corruption in all forms and promotes the employees at all levels of the Company to cultivate the anti-corruption mindset and recognize the harmful effects of corruption. The Company creates the right value among its employees and enhances confidence of the stakeholders by developing and cultivating a good conscience among its employees at all levels. The Company makes sure that they recognize the importance of this issue and perform their duties with integrity and without seeking benefits from their positions or unethically offering any favors to other persons, and also keeps them informed of the punishment and the harmful effects and damages caused by corruption. Therefore, the Company establishes a practice guide that its employees at all levels must acknowledge and abide by.

Guideline 7 Maintaining of financial credibility and disclosure of information

Guideline 7.1 Accounting policy

The Board of Directors supervises and ensures that the accounting system, financial reports and auditing are reliable and meet the international standards, as well as the accounting standards and financial reporting standards that are applicable to the Company, so as to enhance stakeholder confidence.

Guideline 7.2 Financial liquidity and debt servicing ability

The Board of Directors assigns the Working Committee for Assets and Liabilities Management to formulate an investment policy for purchase of NPLs/NPAs from financial institutions and to prepare financial liquidity and establish a guideline on financing to support the Company's operation plan.

Guideline 7.3 Sustainability reporting

The Board of Directors entrusts the Corporate Governance and Social Responsibilities Committee with the duty to monitor and ensure that the Company's business operation is carried out in line with the principles of corporate governance by enhancing the Company's credibility and delivering benefits for its related parties and stakeholders in a bid to elevate the plan for corporate governance development to sustainable development, as follows:

7.3.1 Anti-corruption

The Company was certified as a "member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)." To reaffirm its commitment to combating corruption, the Company applied for a renewal of its certification as a "member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)" for another three years on 16 June 2020 and was certified by the Certification Committee on 30 September 2020, with the renewed three-year membership to expire on 29 September 2020. Moreover, the Company improved the knowledge and understanding of its business partners about the participation in anti-corruption with the Company by organizing a seminar on "Expansion of the Collective Action Coalition Against Corruption" for its business partners on Wednesday, 15 December 2021. There were a total of 57 business partners joining the anti-corruption coalition and declaring their intention to participate in the fight against corruption.

7.3.2 Fair business conduct

The Board of Directors formulates the business operation framework and guideline that demonstrates fair competition and stimulates the creation of innovations and efficient servicing and operation, which will help to reduce the Company's cost in the long term. The Board of Directors also fosters corporate social responsibility and respect for both physical and intellectual property rights.

7.3.3 Respect for human rights

The Board of Directors gives importance to, and adopts as the Company's primary policy to achieve sustainability in its business operation, the respect for human rights and dignity of all employees, which is the foundation for business operation with high quality and value. Recognizing that employees are a crucial factor for the development of quality products, the Board of Directors therefore emphasizes fair treatment of employees by providing them with opportunities, compensation, promotion, rotation and development of both capability and morality so that they would be the knowledgeable, competent and good members of society. For instance, employees are provided with fair employment and compensation that is commensurate with their capabilities, together with workplace environment and working system that ensure the safety of their lives, properties and health, development of their skills and capabilities, and regular communication of the Company's information to them.

7.3.4 Fair labor treatment

The Board of Directors gives importance to fair treatment of employees and respect for their individuality and human dignity under the principles of international human rights and morality so as to cultivate peace in society and promote sustainable growth for the organization.

7.3.5 Responsibility towards customers*

The Board of Directors upholds and implements a policy to respond to the satisfaction of customers, who purchase assets and use services directly from the Company, so as to ensure that, apart from offering products and services of the best quality at fair prices, the Company is aware of the safety-related issues that may have social and environmental impacts and shall not perform any act in such a way that violates or deprives customers of their rights.

* Note: Customers refer to customers of the Company's core business transactions, including

- Purchasers/lessees of NPAs; and
- Debtors of NPLs purchased by/transferred to the Company.

7.3.6 Development of community and society

The Board of Directors formulates the framework and guideline on development of community and society by focusing on creation of a strong and happy society and provision of opportunities for education, arts and culture that are in tandem with both the government sector's development direction and the community's way of life in a bid to improve the community's quality of life and economy on a sustainable basis.

7.3.7 Management of resources, environment and energy

The Board of Directors makes certain that employees at all levels participate in maintaining workplace environment, including

(1) prevention of pollution,
(2) sustainable use of resources,
(3) reduction of and adaptation to global warming, and
(4) protection of environment

Through development of environmental conservation activities. Importance is also attached to a good use of resources and adoption of measures for controlling, treating and inspecting environmental quality both within the organization and in the community areas to ensure that the Company's activities are environmentally friendly.

In 2021, the Company arranged a training course on environmental knowledge, titled "Introduction to Carbon Footprint Assessment for Organizations", through Microsoft Team System for employees across the organization on 17 November 2021.

7.3.8 Innovations and innovation distribution

The Company promotes innovation development that can enhance the business process standard and efficiency, and cultivates awareness among employees to embrace changes and create new innovations so as to be able to link the Company's goals and its ability to answer the demands of its customers and society evenly.

7.3.9 Corporate social responsibility report preparation

The Board of Directors is committed to developing the organization towards sustainability, and accordingly requires that a corporate social responsibility report be prepared and published in the annual report for dissemination to the public and stakeholders.

Guideline 7.4 Investor Relations Division

The Board of Directors supervises and ensures that an Investor Relations and Shareholder Service Division is set up under the Corporate Communication and Investor Relations Department to be responsible for communicating with shareholders, stakeholders, investors, analysts or members of the media in a proper, equitable and timely manner; conducting studies and analyses on the Company's shares and shares trading to enhance the shares' stability and value added and build confidence and a positive image and attitude among investors, analysts and financial institutions; and serving as a center for exchange of news and information on investor relations activities with investors both at home and overseas.

Guideline 7.5 Information disclosure and transparency

The Board of Directors requires that the Company must disclose its material information, both financial and non-financial, in an accurate, complete, timely and transparent manner through the easily accessible, equal and reliable channels.

The Board of Directors establishes the Corporate Communication and Investor Relations Department to be responsible for public relations and disclosure of financial and non-financial information to ensure that the shareholders, customers and stakeholders equally receive the information as prescribed by laws. The crucial information of the Company shall be accurately and completely disclosed by the specified period of time through the Company's communication and public relations channels (annual report and/or website).

The Company gives importance to the participation of all groups of stakeholders and provides equal opportunities for the stakeholders such as shareholders/investors of all types to communicate with the Company and give their opinions and/or advice through various channels, both online and offline, including company visit, conference call, one-on-one meeting, and one-on-group meeting. In 2021, the Company took remedial actions according to such advice and adopted the following practices:

1. The analyst meeting was rescheduled to be arranged earlier and closer to the date of performance announcement for each quarter in order to rapidly communicate with the analysts and obtain the updated information.
2. The knowledge sharing training courses were arranged on various subjects relating to performance and financial statements in order to develop knowledge and understanding among analysts and investors.

The percentage of acceptance of requests from the shareholders/investors of all types who wished to communicate with the Company through the aforementioned channels, classified by types, was as follows:

Guideline 8 Promotion of shareholders' participation and communication

Guideline 8.1 Giving of opportunity for shareholders to participate in the decision-making process

The Board of Directors gives all shareholders the opportunity and right as the Company's owners. The Company ensures that all shareholders will receive the fundamental right on a fair and equitable basis as prescribed by laws, and provides an opportunity for the shareholders to send their questions about items on the meeting agenda prior to the date of the annual general meeting. The Company notifies such process to the shareholders via the Stock Exchange of Thailand's information disclosure system together with the notice of the annual general meeting.

Guideline 8.2 Guideline on arrangement of a shareholders' meeting

The Company arranged the 2021 Annual General Meeting of Shareholders on 27 April 2021 through the E-meeting method pursuant to the Emergency Decree on Meetings via Electronic Means B.E. 2563 since the Company was concerned about health and safety of all shareholders, participants, and teams of staff under the COVID-19 situation and also to enable all shareholders to attend the meeting safely and conveniently. The Company allowed the shareholders to submit the meeting registration documents ahead of the meeting date and to register and confirm their ID before the meeting via the link or scanning of the QR Code, as well as assigned its staff, who are the system administrators, to give advice, answer questions, and fix problems concerning the meeting registration and participation via the E-meeting method. The Company employed the electronic vote counting system to increase

Types of shareholders/investors	Communication channels	No. of requests submitted	No. of requests accepted	Percentage of acceptance (%)
Institutional investors (Thai)	Conference call	15 companies	15 companies	100%
Institutional investors (foreign)	Conference call	10 companies	10 companies	100%
Analysts/securities companies	Conference call/ company visit	3 companies	3 companies	100%
Small investors	company visit	2 groups (37 persons)	2 groups (37 persons)	100%

the speed and accuracy of vote counting and provide convenience for the shareholders.

The Company conducted the meeting transparently with a mechanism for examination. The shareholders were allowed to raise questions and express opinions relevant to the meeting agenda, which were recorded in the minutes of the meeting. The Company encouraged the directors, the concerned top executives, and the auditor to participate in the meeting in order to answer the questions and take note of the shareholders' opinions.

The Company engaged a specialized firm to organize the meeting and assigned Thailand Securities Depository Company Limited, its registrar, to submit the notice of the shareholders' meeting and other materials to its shareholders as from 1 April 2021. The Company publicized the notice of the shareholders' meeting and other materials, in both Thai and English versions, through its website 26 days ahead of the meeting date to provide the shareholders with quick and easy access to the information. The notice of the shareholders' meeting gave sufficient and complete details of all agenda items, together with meeting documents and the Board of Directors' opinion on each agenda item, and clearly specified the items proposed for information or for consideration. It was also enclosed with the proxy forms, as determined by the Ministry of Commerce, with names of two independent directors specified therein for the shareholders to alternatively assign either one of such independent directors to serve as their proxy.

The Company provided the opportunity for the shareholders to submit their questions relevant to the meeting agenda, propose matters for including in the agenda, and nominate persons for election as directors prior to the 2021 Annual General Meeting, i.e. during 15 November - 31 December 2020. The Company provided details of the criteria and methods for the said proceedings in a newsletter submitted to the Stock Exchange of Thailand and also posted on its website as from 13 November 2020. However, none of the shareholders submitted any questions relevant to the meeting agenda, proposed any agenda item, or nominated any persons for election as directors.

The Company explained the voting rules and methods to the shareholders before the start of the meeting. The shareholders and proxies shall have the voting rights equal to the number of their shares for each agenda item where the votes are not divisible, except for proxies under Form C. In addition, the Company arranged for an independent legal advisor to monitor the meeting and review the vote counting to ensure compliance with the laws and the Company's Articles of Association. At the shareholders' meeting, the Chairman of the meeting gave the opportunity to the shareholders to freely express their opinions and raise questions relating to the Company and the meeting agenda.

The Company notified the resolutions of the 2021 Annual General Meeting of Shareholders, with voting results of each agenda item divided into "Approve," "Disapprove," and "Abstain," through a newsletter submitted to the Stock Exchange of Thailand within the meeting date after adjournment of the meeting. The Company prepared minutes of the 2021 Annual General Meeting of Shareholders and publicized the minutes on its website within 14 days from the meeting date.

Guideline 8.3 Channel for submitting information on the shareholders' meeting

The Board of Directors monitors and ensures that the resolutions of the shareholders' meeting are disclosed and the minutes of the meeting are prepared in a correct and complete manner, with all important and essential information being provided to the shareholders. The important news and information must be disclosed on the Company's website and via the Stock Exchange of Thailand's information disclosure system to ensure that all shareholders will receive such news and information.

Board-Level Committees

The Company has six board-level committees, namely (1) the Audit Committee, (2) the Executive Committee, (3) the Risk Oversight Committee, (4) the Nomination and Remuneration Committee, (5) the Corporate Governance and Social Responsibilities Committee, and (6) the Technology Committee. The details and scope of authority and duties of these committees are as follows:

The Audit Committee

As of November 19, 2019, the Audit Committee was composed of four members, as follows:

1. Mr. Vasant Thienhom	The chairman of the Audit Committee
2. Mr. Yos Kimsawatde	Member
3. Mrs. Maneerat Srisaovajati	Member
4. Mr. Songpol Chevapanyaroj	Member

Vice President of the Internal Audit Department serves as the secretary to the Audit Committee.

Mrs. Maneerat Srisaovajati is a member of the Audit Committee who has extensive and sufficient knowledge and experience to perform her duty in reviewing the reliability of the Company's financial statements.

The scope of the Audit Committee's authority and duties is subject to the Company's Notification on the Audit Committee Charter, dated 13 July 2021, and the SET's Notification Re: Qualifications and Scope of Work of the Audit Committee, as follows:

(a) Review the Company's quarterly and yearly financial reports to ensure that they are correctly and completely prepared in accordance with the generally accepted accounting principles.

(b) Review and ensure that the Company's internal control system, corporate governance process, risk management process and internal audit system are appropriate and effective, ensure the independence of the Internal Audit Department, and approve the appointment, rotation, termination of employment, and performance evaluation of the top executive of the Internal Audit Department and/or the employment of an audit firm or any other agency to provide the internal audit service to the Company.

(c) Review and ensure that the Company complies with the Securities and Exchange Act, the SET's regulations, and any other laws, rules and regulations applicable to the Company.

(d) Review and ensure that the Company complies adequately and appropriately with the anti-corruption policy and measures.

(e) Consider, select and nominate an independent person to act as the Company's auditor and propose remuneration for such auditor, as well as attend a non-management meeting with the auditor at least once a year.

(f) Give importance to the integration of governance, risk management, and compliance (GRC) and the coordination and information sharing between all concerned committees so as to ensure working integration and promote the GRC atmosphere and culture across the organization.

(g) Review the related party transactions or the transactions that may create a conflict of interest to ensure that such transactions conform to the laws and the SET's regulations and are reasonable and most beneficial to the Company.

(h) Prepare, and disclose in the Company's annual report, the Audit Committee's report which must be signed by the Audit Committee Chairman and must contain at least the following information:

(1) opinion on the accuracy, completeness and reliability of the Company's financial reports;

(2) opinion on the adequacy of the Company's internal control system;

(3) opinion on the Company's compliance with the Securities and Exchange Act, the SET's regulations or the laws that are related to the Company's business;

(4) opinion on the suitability of the auditor;

(5) opinion on the transactions that may create a conflict of interest;

(6) number of the Audit Committee's meetings and meeting attendances by each committee member;

(7) overall opinion or observation of the Audit Committee from performing their duties in accordance with the Audit Committee Charter; and

(8) other information that the shareholders and general investors should be aware of under the scope of duties and responsibilities of the Audit Committee assigned by the Board of Directors

(i) In performing its duties, if the Audit Committee discovers or suspects that any of the following transactions or actions may materially affect the Company's financial position and performance, the Audit Committee shall report such issue to the Board of Directors for rectification within a period of time the Audit Committee deems fit:

(1) Transactions which create a conflict of interest;

(2) Frauds or irregularities or crucial defective issues in the internal control system; or

(3) Breaches of the Securities and Exchange Act, the SET's regulations or the laws that are related to the Company's business.

If the Board of Directors fails to cause the issue to be rectified within the said time period, any of the Audit Committee members may report such transactions or acts to the SET or the SET.

(j) Approve the Internal Audit Department's charter and yearly auditing plan and budget.

(k) Establish the Auditor Committee Charter that aligns with the scope of responsibilities of the Audit Committee over the Company's operation, which must be approved by the Board of Directors, and review the appropriateness of such charter at least once a year.

(l) Perform any other duties as prescribed by the laws, rules and/or regulations applicable to the Company or as assigned by the Board of Directors under the scope of duties and responsibilities of the Audit Committee.

(m) In performing its duties under the Charter, the Audit Committee is directly accountable to the Board of Directors, and the Board of Directors remains accountable to the third parties for the Company's operation.

The Executive Committee

As of 5 March 2021, the Executive Committee was composed of four members, as follows:

1. Mr. Bunyong Visatemongkolchai	The Chairman of the Executive Committee
2. Mr. Satorn Topothai	Executive Director
3. Mr. Vichan Amornrojjanawong	Executive Director
4. Chief Executive Officer	Executive Director and Secretary

Chief Executive Officer serves as the Executive Director and Secretary to the Executive Committee and Executive Vice President, Corporate Supporting Group, serves as Assistant Secretary.

The scope of the Executive Committee's authority and duties is subject to the Company's Notification on the Executive Committee Charter, dated 5 March 2021, as follows:

(a) Determine the main goals and policies for the Company's operation.

(b) Consider and approve the Company's policies, strategies, and guidelines for fund raising, investment, joint venture, risk management, asset development and resolution, and disposal of and procurement of benefits from NPAs in accordance with the economic condition and competition.

(c) Consider and evaluate the appropriateness of the Company's liquidity management plan, monitor the Company's liquidity condition, review the liquidity management plan, and evaluate the severity of the problems and give the instruction for solving those problems in accordance with the guideline for liquidity management during crisis.

(d) Consider the Company's budget plan and supervise and ensure that the Company's operation is efficient and creates the maximum benefits.
(e) Engage external individuals or agencies to undertake any specific projects.
(f) Appoint other working committees and working groups.
(g) Perform any other tasks assigned by the Board of Directors.

Risk Oversight Committee

As of 16 June 2021, the Risk Oversight Committee was composed of four members, as follows:

1. Mr. Songpol Chevapanyaroj	The Chairman of the Risk Oversight Committee
2. Mr. Pisit Serewiwattana	Member
3. Mr. Somphan Eamrungroj	Member
4. Miss Kornpranom Wongmongkol	Member
5. Chief Executive Officer	Member

Executive Vice President, Corporate Governance and Risk Management Group, serves as the Secretary to the Risk Oversight Committee.

The scope of the Risk Oversight Committee's authority and duties is subject to the Company's Notification on the Risk Oversight Committee Charter, dated 28 June 2021, as follows:

(a) Formulate the guideline on risk oversight at the corporate/department/office/branch levels and give advice on risk management.
(b) Consider and approve the rules and methods for risk management.
(c) Monitor the development of risk management guideline and supervise the creation of risk management system that links with the corporate strategies.
(d) Monitor the key risk identification and evaluation process and ensure that such process is appropriate and is adjusted to the situation.
(e) Consider and approve the risk management plan.
(f) Report the Board of Directors on the progress of risk oversight and the organization's risk status.
(g) Communicate and collaborate with the Audit Committee regarding the key risks.
(h) Monitor and push for the development of employees' capabilities, the change of the organizational culture, and the continuous improvement of risk management in order to ensure that the employees at all levels are aware of the risks and risk containment of all departments.
(i) Appoint the responsible officials or sub-working groups to ensure the risk oversight will be conducted appropriately and efficiently.
(j) Give importance to the integration of governance, risk management, and compliance (GRC) and the coordination and information sharing between all concerned committees so as to ensure working integration and promote the GRC atmosphere and culture across the organization.
(k) Perform any other tasks assigned.

The Nomination and Remuneration Committee

As of 5 March 2021, the Nomination and Remuneration Committee was composed of five members, as follows:

1. Mr. Vasant Thienhom	The Chairman of the Nomination and Remuneration Committee
2. Miss Wilai Tantinantana	Member
3. Mrs. Maneerat Srisaovajati	Member
4. Mr. Satorn Topothai	Member
5. Mr. Sumate Maneewattana	Member

Senior Executive Vice President, Corporate Supporting Group, serves as the Secretary to the Nomination and Remuneration Committee, and Vice President, Human Resources Department, serves as Assistant Secretary to the Nomination and Remuneration Committee.

The scope of the Nomination and Remuneration Committee's authority and duties is subject to the Company's Notification on the Nomination and Remuneration Committee Charter, dated 27 December 2021, as follows:

(a) Determine the guideline and rules for recruiting and screening qualified candidates to be proposed for the Board of Directors' consideration and appointment to assume the following positions:
   (1) Directors;
   (2) Directors to replace those who vacated their offices;
   (3) Members of the board-level committees that are entrusted with the authority, duties and responsibilities by the Board of Directors;
   (4) Top executives; and
   (5) Executives.

(b) Consider and determine the annual remuneration of the directors, as well as the rules or methods for payment of such remuneration that is fair and reasonable, and propose this issue to the Board of Directors for further submission to the shareholders' meeting for consideration.

(c) Propose the rules and methods for performance evaluation, consider the performance evaluation, and determine the remuneration of the president under the terms and conditions of the employment agreement, as well as consider the rules and methods for performance evaluation and evaluate the performance of Chief Executive Officer, President, and Senior Executive Vice Presidents and propose such evaluation results for the Board of Directors' consideration.

(d) Consider the terms and conditions to be used when the Company offers new securities (or warrants) to its directors and employees.

(e) Review the succession plan and the top executive capability development plan in order to prepare for a continuity plan for succession, and propose the plan for the Board of Directors' consideration and approval.

(f) Consider and/or perform any other tasks assigned by the Board of Directors.

The Corporate Governance and Social Responsibilities Committee

As of 4 August 2021, the Corporate Governance and Social Responsibilities Committee was composed of five members, as follows:

1. Miss Wilai Tantinantana	The Chairman of the Corporate Governance and Social Responsibilities Committee
2. Mr. Pisit Serewiwattana	Member
3. Mr. Manus Suksawasdi	Member
4. Miss Siriporn Eamrungroj	Member
5. Mr. Sumate Maneewattana	Member

Executive Vice President, Corporate Governance and Risk Management Group, serves as the Secretary to the Corporate Governance and Social Responsibilities Committee.

The scope of the Corporate Governance and Social Responsibilities Committee's authority and duties is subject to the Company's Notification on the Corporate Governance and Social Responsibilities Committee Charter, dated 10 May 2021, as follows:

(a) Consider and determine the Company's policies, plans and rules regarding the principles of corporate governance, the good corporate governance, the corporate social and environmental responsibility, and the conflict of interest in accordance with the Company's business operation, and propose the issue to the Board of Directors.

(b) Supervise, monitor and ensure that the Company's performance is in line with the policies and operation plans, as well as the principles of corporate governance, the good corporate governance, and the corporate social and environmental responsibility in order to efficiently achieve its goals.

(c) Propose the regulations on the Company's business ethics and the code of conduct of the Company's directors, executives, and employees.
(d) Encourage the Company's directors, executives, and employees to continuously participate in the corporate governance activities and corporate social and environmental responsibility activities.
(e) Consider and appoint, as deemed appropriate, other working committees and sub-working groups to support the Company's operations related to corporate governance, good governance, and corporate social and environmental responsibility.
(f) Encourage and provide the opportunities or channels for stakeholders to provide their feedbacks, facts, or observations to the Company for the improvement of the Company's corporate governance.
(g) Monitor and ensure that the Company complies with all regulations as prescribed in its compliance policy.
(h) Review and ensure that the Company puts in place the efficient and independent compliance system.
(i) Approve the annual compliance plan of Corporate Governance and Compliance Department and follow up on the operation against the annual plan.
(j) Approve the annual compliance report and inform the Board of Directors.
(k) Give importance to the integration of governance, risk management, and compliance (GRC) and the coordination and information sharing between all concerned committees so as to ensure working integration and promote the GRC atmosphere and culture across the organization.
(l) Consider and/or perform any other tasks assigned by the Board of Directors.

The Technology Committee

As of 24 August 2021, the Technology Committee was composed of three members, as follows:

1. Mr. Yos Kimsawatde	The Chairman of the Technology Committee
2. Mrs. Maneerat Srisaovajati	Member
3. Chief Executive Officer	Member

Executive Vice President, Information Technology and Digital Group, serves as the Secretary to the Technology Committee.

The scope of the Technology Committee's authority and duties is subject to the Company's Notification on the Technology Committee Charter, dated 21 October 2021, as follows:

(a) Provide opinion regarding the technology-related policy to support transformation under the corporate governance principles and align with the Company's vision, mission and strategy.
(b) Oversee and monitor the Company's operation to be in line with the technology-related policy and the information technology master plan, and provide opinions or suggestions regarding technology operation, IT security, data management, information technology master plan, and significant digital technology resource allocation.
(c) Report the Technology Committee's performance under the policy and plan to the Board of Directors.
(d) Consider appointing working groups to undertake the relevant tasks as deemed fit.
(e) Perform any other tasks assigned by the Board of Directors.

Chief Executive Officer (CEO)

The scope of authority and duties of Chief Executive Officer (CEO) as per the resolution of the Board of Directors' Meeting No. 17/2020, dated 13 November 2020, is as follows:

(a) Act as the highest-ranking executive to determine the Company's overall business

direction, at home and overseas, and recommend the alternatives and strategies that align with the changing business condition and aim at sustainable growth of the organization, taking into account the changing business environment, competitors and business partners, digital technology, and data security so as to conform to the objectives, bylaws, policies, regulations, provisions, orders, business strategies, operational goals and plans, financial targets, budgets, and resolutions of the Board of Directors' meeting and/or shareholders' meeting.

(b) Propose the policy, plan, budget and strategy in line with the business direction to the Board of Directors and regularly present an update report thereon.

(c) Act as head of the management team to undertake business administration and internal management that align efficiently and effectively with the policy, plan, budget and strategy approved by the Board of Directors, while ensuring systematic internal control, continuous risk management, and delegation of authority and duties of president.

(d) Give the commands and instructions for firm-wide adherence to the rules, orders, regulations, notifications and internal memos.

(e) Put in place the organization structure and human resource management that align with the policy, plan, budget and strategy approved by the Board of Directors, and establish the policy on personnel development to enhance their capability and support their career advancement and integrated skill and knowledge development.

(f) Establish the short-term and long-term plans for digital sustainability with a focus on cyber security in order to support the Company's business operation.

(g) Push forward the modernizing corporate development continuously so as to achieve the operating results and business performance as targeted by the Company and as expected by the stakeholders.

(h) Explore new business opportunities in and outside the country to strengthen the Company's financial stability, business alliance network, and business development towards sustainable growth.

(i) Have the authority to appoint advisors for various affairs that are necessary for the Company's operation.

(j) Act as the leader in role modelling the Company's code of ethics and business conduct and promote, supervise and monitor the business management on a sustainable and socially responsible basis and in conformity with the anti-corruption measures and guidelines, including the fostering of a corporate culture that is geared towards development in all parts.

(k) Assume any powers, duties and responsibilities as delegated or under the policy assigned by the Board of Directors.

The President

The scope of duties and responsibilities of the President as per the resolution of the Board of Directors' Meeting No. 1/2021, dated 7 January 2021, and the consideration of Chief Executive Officer (CEO) on 20 January 2021 is as follows:

(a) Consider and approve the normal business transactions under the budget approved by the Board of Directors or as approved in principle by the Board of Directors and in accordance with the Table of Authority determined by the Board of Directors and the committees, and explore the opportunities and channels for corporate development, business development, and other interesting and commercially viable projects.

(b) Give the instructions for firm-wide adherence to the rules, orders, regulations, notifications and internal memos to align and conform with the policies, regulations and laws.

(c) Give the commands, contact, instruct, carry out, and sign the juristic acts, agreements, written orders or any letters used for contacting with other agencies or individuals to enable the Company's operation to be accomplished efficiently and effectively.

(d) Propose the policies, formats and methods that are beneficial to the business operation, and perform the acts or duties in accordance with the policy, plan, and budget approved by the Board of Directors, the committees, and Chief Executive Officer.

(e) Monitor and evaluate the Company's performance on a regular basis to ensure systematic internal control and prevent risks arising from internal and external factors.

(f) Have the authority to conduct any transactions and represent the Company to external parties in the businesses that are relevant and beneficial to the Company.

(g) Undertake human resource management and personnel development to enhance their capability and support their career advancement and integrated skill and knowledge development.

(h) Establish the short-term and long-term plans for digital sustainability with a focus on cyber security in order to support the Company's business operation.

(i) Possess the ability and readiness to manage the functional lines designated by the Board of Directors, the committees, and Chief Executive Officer and develop the ability to manage other functional lines so as to achieve favorable operating results and business performance, along with regular improvement and development for the organization's sustainable growth.

(j) Act as the leader in role modelling the Company's code of ethics and business conduct and promote, supervise and monitor the business management on a sustainable and socially responsible basis and in conformity with the anti-corruption measures and guidelines.

(k) Perform any other tasks as assigned by the Board of Directors, the committees, and Chief Executive Officer.

Nomination of Directors and Top Executives

Nomination of Independent Directors

The Nomination and Remuneration Committee is responsible for screening and selecting qualified candidates to be nominated as the independent directors. The Nomination and Remuneration Committee will consider such candidates' knowledge, ability, and qualifications, under which they must neither possess any prohibited characteristics in accordance with the applicable laws nor have any conflict of interest with or any interest in the Company. The Nomination and Remuneration Committee will nominate such candidates for consideration and approval by the Board of Directors (in the case of vacancy of a board member for any reason other than retirement by rotation) or the shareholders for appointment as an independent director. The Company requires that the independent directors verify and certify their independence on their own. The independent directors, according to the Company's definition, must possess the qualifications specified in Guideline 3.1.2 of the Company's Corporate Governance Code.

Nomination of Directors and Top Executives

(a) Nomination and appointment of directors and Chairman

The Company appoints the Nomination and Remuneration Committee to be responsible for screening and nominating candidates for appointment as directors. In the recruitment and nomination process, the

Nomination and Remuneration Committee will consider such candidates' knowledge, capabilities and qualifications, under which they must neither possess any prohibited characteristics in accordance with the applicable laws nor have any conflict of interest with or any interest in the Company.

The Board Chairman will be appointed by the Board of Directors. In the case where the Chairman and the President are not distinctively separated, the Chairman of the Audit Committee or any of the independent directors shall participate in the determination of the meeting agenda with the Board of Directors in order to ensure checks and balances between the Board of Directors and the management.

The Board Chairman has the main duty of determining and supervising the Company's policies and monitoring and evaluating the Company's performance. The duty of the Board Chairman is segregated from the management function. The Board Chairman also plays the main role in supervising and ensuring that the Board of Directors performs its duties efficiently and independently from the management and supervising and ensuring that the Board of Directors, top executives, executives and employees at all levels abide by the corporate governance principles and business ethics in their operation until these principles have become part of the organization culture.

Pursuant to the Company's Articles of Association, the shareholders have the right to appoint the directors, as follows:

(1) Each shareholder shall have one vote per one share.
(2) The shareholders may exercise their right to nominate one or more candidates as directors, however, the number of candidates must not exceed the number of directors that will be appointed in that particular election.
(3) In the case where the shareholders nominate more than one candidate as directors, each shareholder shall have the right to vote for each candidate in an amount equal to the number of shares he/she holds. The shareholder may not allot his/her votes to any candidate in any number.
(4) The candidates who receive the highest number of votes shall be appointed in descending order as directors for the same number as the number of directors that will be appointed in that particular election. In the case where there is an equality of votes cast for the candidates in descending order, causing the number of eligible candidates to exceed the number of directors that will be appointed in that particular election, the chairman of the meeting shall have the casting vote so as to obtain the complete number of directors that will be appointed in that particular election.

(b) Nomination of Chief Executive Officer

The Board of Directors has pondered on moving the organization forward to sustainable growth. In the current and future circumstances where business operations are confronting high uncertainties and abrupt changes, it requires personnel who have the knowledge and ability to manage a new paradigm of business in the era of digital transformation and disruption as well as to seek new business opportunities in and outside the country. Therefore, the Board of Directors will select Chief Executive Officer from among the board members by nominating three of them as the candidates and comparing their qualifications in terms of knowledge, ability, experience and special skills in order to choose the most suitable person who is able to manage and push forward the corporate strategies to reach the goals. In this regard, the Nomination and Remuneration Committee has a duty to negotiate the compensation and the employment terms and conditions with the person selected to assume the post of Chief Executive Officer for further consideration by the Board of Directors, which must comply with the laws and regulations applicable to the Company.

(c) Nomination of President

The Nomination and Remuneration Committee will select and nominate candidates who have the appropriate knowledge, ability, and experience for the Board of Directors' consideration in accordance with the laws and regulations applicable to the Company.

Supervision of the Operation of Subsidiaries and Associated Companies

At present, the Company does not have any subsidiary and/or associated company. However, if, in the future, the Company makes investment to the extent that the investee companies become its subsidiaries and/or associated companies, the Company will devise an operational framework in accordance with its policy on investment in subsidiaries and/or associated companies in accordance with Guideline 3.6 of the Company's Corporate Governance Code.

Supervision of the Use of Inside Information

The Company announces and adopts the policy on prevention of the use of inside information for securities trading or entering into derivatives contracts (inside information refers to any information that has not yet been made public and is material to changes in price or value of securities) in accordance with the following objectives:

1. To provide the rules and guidelines for prevention of the use of inside information for securities trading or entering into derivatives contracts.
2. To notify the Company's directors, members of the board-level committees, executives, employees, and staffs so that they will acknowledge and abide by the Company's prohibition on the use of inside information for securities trading or entering into derivatives contracts.
3. To notify the Company's directors, members of the board-level committees, executives, employees, and staffs so that they will abide by the Securities and Exchange Act B.E. 2535, as amended, regarding prevention of the use of inside information for securities trading or entering into derivatives contracts (Insider Trading).
4. To build confidence among the shareholders, stakeholders, and general investors.

The Company determines the guidelines on the use of inside information for securities trading or entering into an obligation under derivatives contracts that involve the Company's securities, as follows:

1. Not to use the Company's inside information for securities trading or for entering into derivatives contracts that involve the Company's securities.

The persons designated by the Company (those whose positions or duties allow them to have access to the Company's inside information) must follow the laws on prohibition of the use of inside information for securities trading or for entering into derivatives contracts that involve securities, as prescribed in Section 242 of the Securities and Exchange Act B.E. 2535, as amended, which prohibit any persons who know or possess the inside information of securities-issuing companies from conducting the following actions:

1.1) Not to engage in securities trading or enter into derivatives contracts, whether for oneself or for other person, except for one of the following transactions:
   a) Transactions performed to comply with the laws, court orders, or orders of the agencies that have the legal authority;
   b) Transactions performed to honor the obligation under the derivatives contracts that were entered into before one knows or possesses the inside information of securities-issuing companies;

c) Transactions performed without one's knowledge or decision as he/she has appointed a legitimate licensed or registered person to manage the fund or the investment and decide on the securities trading or the entering into derivatives contracts that involve those securities;

d) Transactions performed in such away that does not take advantage of other persons or performed in accordance with the SEC's notification.

1.2) Not to disclose inside information to other persons, whether directly or indirectly and by whatever method, if one knows or should know that the recipients of such information may use the information for the benefit of their securities trading or entering into derivatives contracts, whether for their own or other person's benefit, except for the transactions performed in such a way that does not take advantage of other persons or performed in accordance with the SEC's notification.

2. In the case of outsiders, the Company will enter into a confidentiality agreement or contract with outsiders, such as consultants or other service providers, before allowing them to access the Company's inside information. The Company will require the outsiders to sign for their acknowledgment and obligation under the confidentiality agreement/contract.

3. Abstaining period

3.1) The persons designated by the Company must abstain from trading the securities or entering into derivatives contracts that involve those securities, or from disclosing the inside information to other persons. In the case where they know the inside information that has not yet been made public and may significantly affect price of the Company's securities, they must abstain from performing the aforementioned actions until the end of the next business day immediately after such inside information has been entirely disclosed to the public, except for the actions performed under the exception specified by the laws and after consultation with the Compliance Department.

3.2) Moreover, during the period of 30 days before the disclosure of the Company's quarterly and yearly financial information, the persons designated by the Company must abstain from trading the securities or entering into derivatives contracts that involve those securities, or from disclosing the inside information to other persons until the end of the next business day after such financial information has been entirely disclosed to the public.

For the punishment, if there is any violation of the Company's policy on prevention of the use of inside information, the persons designated by the Company who have violated or failed to abide by this policy shall be subject to the legal punishment, for both the criminal offence and the civil offence in accordance with the Securities and Exchange Act B.E. 2535, and may also be subject to the disciplinary actions in accordance with the Company's regulations.

Remuneration of the Auditor

Audit Fee

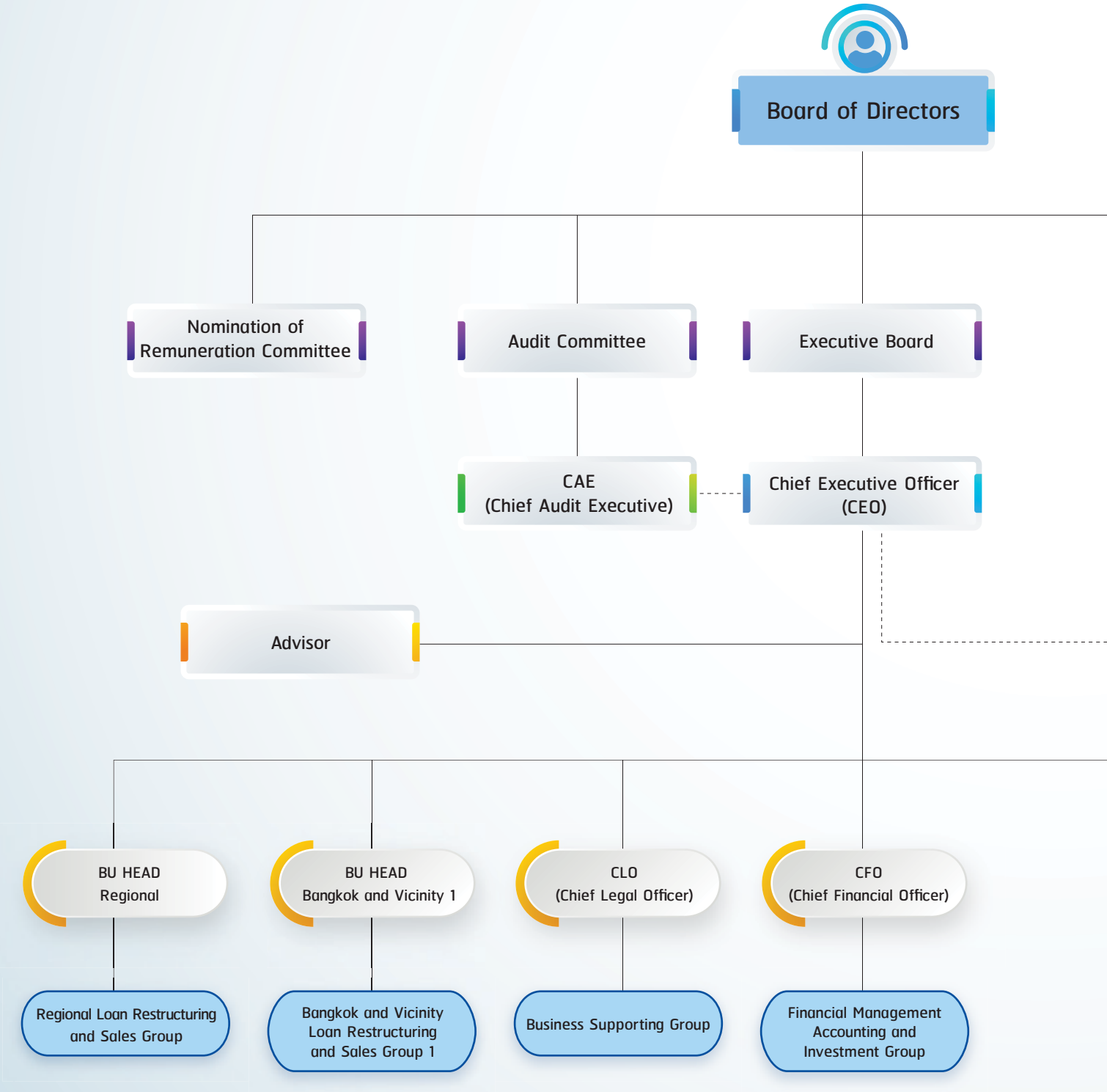
The 2021 Annual General Meeting of Shareholders, convened on 27 April 2021, passed the resolution to appoint EY Office Limited as the Company's auditor for the year 2021, and determine the audit fee in an amount of Baht 8.4 million, which was lower than the audit fee for 2020 approved by the shareholders' meeting at Baht 12.8 million.

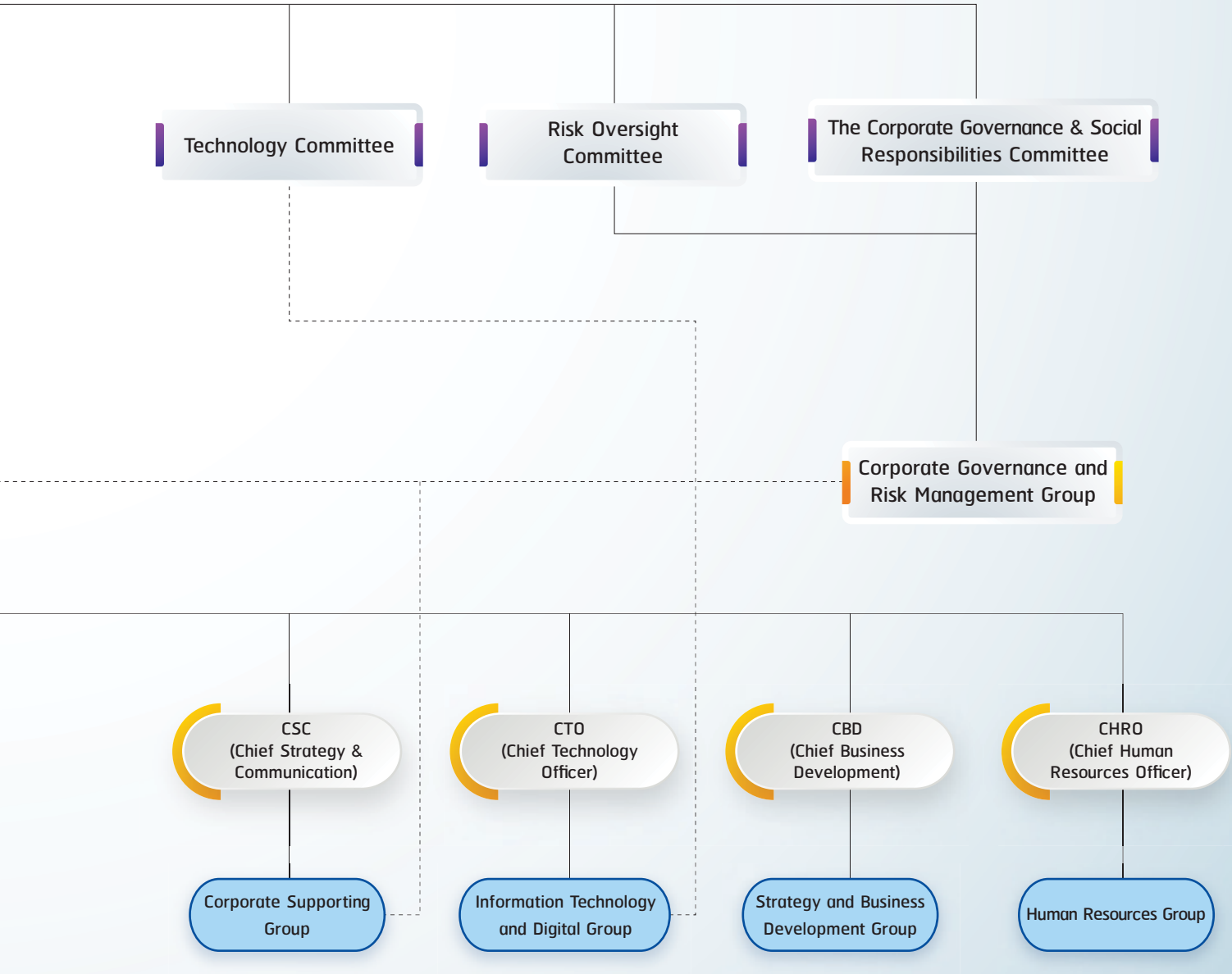
Non-audit Fee

Fee related to the auditing process amounted to not over Baht 100,000, which was lower than the non-audit fee for 2020 approved by the shareholders' meeting at Baht 200,000.

Organization Chart

As of February 1, 2022




Technology Committee
Risk Oversight Committee
The Corporate Governance & Social Responsibilities Committee
Corporate Governance and Risk Management Group
CSC (Chief Strategy & Communication)
CTO (Chief Technology Officer)
CBD (Chief Business Development)
CHRO (Chief Human Resources Officer)
Corporate Supporting Group
Information Technology and Digital Group
Strategy and Business Development Group
Human Resources Group

Management Structure

Committees

The Company has committees that perform duties in determining policies of the Company. Such committees are fully qualified according to Section 68 of Public Company Limited Act and a notice of the Capital Market Supervisory Board on asking permission for newly issued share offering and they do not have prohibited characteristics as per Section 4/2 of the royal decree on asset management company.

Board of Directors

As of 31 December 2021, the Board of Directors consist of 9 directors as follows:

Name	Position
1. Mrs. Tongurai Limpiti	Chairman
2. Mr. Bunyong Visatemongkolchai	Director, and Chairman of the Executive Committee and Vice Chairman of the Board of Directors
3. Mr. Bundit Anantamongkol	Director, and Member of the Executive Committee, Member of the Risk Oversight Committee, Member of the Technology Committee, and Chief Executive Officer
4. Mr. Vasant Thienhom	Independent Director, Chairman of the Audit Committee and Chairman of the Nomination and Remuneration Committee
5. Mr. Yos Kimsawatde	Independent Director, Chairman of the Technology Committee, and Member of the Audit Committee
6. Mrs. Maneerat Srisaovajati	Independent Director, Member of the Audit Committee, Member of the Nomination and Remuneration Committee, and Member of the Technology Committee
7. Mr. Songpol Chevapanyaroj	Independent Director, Chairman of the Risk Oversight Committee, and Member of the Audit Committee
8. Mr. Satorn Topothai	Director, Member of the Executive Committee, and Member of the Nomination and Remuneration Committee
9. Mr. Pisit Serewiwattana	Director, Member of the Risk Oversight Committee, and Member of the Corporate Governance and Social Responsibilities Committee

Remark: Miss Wilai Tantinantana resigned as the director on 30 November 2021.

Mr. Weeravej Sirichatchai is the company's secretary, appointed according to the resolution of the Board of Directors' meeting No. 11/2020 on 3 July 2020.

Scope of authority and duty of the board of directors

The board of directors have duty and responsibility to supervise the business and operate works according to the laws, objectives, articles of association and resolution of the shareholder's meeting as follows

(A) Perform duty as per the laws, objectives and articles of the association as well as resolution of the shareholder's meeting with integrity, honesty and cautiousness with interest of the company.

(B) Be responsible for shareholders constantly and maintain interest of the shareholders, disclose information to the investors correctly, completely and transparently as per the standard.

(C) Define a policy, target, strategy for business operation of the company and consider approving the business and budget plan in accordance with the company's business operation
(D) Supervise and control the management as per the policy, target, strategy and business plan of the Company to achieve the result under approved budgets.
(E) Determine regulations about human resource, finance, accounting, procurement as well as audit and internal audit and other businesses of the company.
(F) Supervise the accounting system, financial reporting and auditing to be reliable and meet the universal standard to assure every stakeholder.
(G) Supervise the nomination of managing director, top executives of the company and define return according to overall operations effectively.
(H) Supervise the internal control system to be efficient with suitable risk management.
(I) Supervise corporate governance according to the governance and social responsibility
(J) Consider appointing and setting scope of duties of the sub-committees
(K) Supervise the system to prevent conflict of interest among stakeholders.
(L) Supervise the information communication and disclosure to stakeholders correctly, completely, suitably and punctually
(M) Consider a succession plan of top executives
(N) Promote tope executive to participate in giving opinions under changing factors with effects on the organization's goal

Authorized directors of the Company

"Any two of the four directors, namely (1) Mr. Bunyong Visatemongkolchai, (2) Mr. Bundit Anantamongkol, (3) Mr. Satorn Topothai and (4) Mr. Pisit Serewiwattana, are authorized to co-sign, with the Company's seal affixed."

The Board and Committees' Meetings

The number of participations in the meetings of the Company's Board of Directors and other committees, between January 1, 2021 and December 31, 2021, are, as follows.

Name	Position	Time in Position
1. Mrs. Tongurai Limpiti	Chairman	17 April 2017 - as of the date in this document
2. Mr. Bunyong Visatemongkolchai	Director Chairman of the Executive Committee Vice Chairman of the Board	6 July 2012 - as of the date in this document 6 July 2012 - as of the date in this document 2 July 2021 - as of the date in this document
3. Miss Wilai Tantinantana[1]	Director Member of the Nomination and Remuneration Committee Chairman of the Corporate Governance and Social Responsibilities Committee	7 December 2018 - 30 November 2021 4 January 2019 - 30 November 2021 4 January 2019 - 30 November 2021
4. Mr. Bundit Anantamongkol[2]	Director Member of the Executive Committee Member of the Corporate Governance and Social Responsibilities Committee Chief Executive Officer Member of the Technology Committee	5 April 2019 - as of the date in this document 5 April 2019 - as of the date in this document 7 August 2020 - as of the date in this document 1 January 2021 - as of the date in this document 4 June 2021 - as of the date in this document
5. Mr. Vasant Thienhom	Independent Director Chairman of the Audit Committee Chairman of the Nomination and Remuneration Committee	1 December 2017 - as of the date in this document 1 December 2017 - as of the date in this document 1 December 2017 - as of the date in this document
6. Mr. Yos Kimsawatde[4]	Independent Director Member of the Audit Committee Member of the Risk Oversight Committee Member of the Technology Committee	14 November 2017 - as of the date in this document 14 November 2017 - as of the date in this document 3 May 2019 - as of the date in this document 4 June 2021 - as of the date in this document

	1 January 2021 - 31 December 2021						
	Board of Directors	Audit Committee	Executive Boards	Nomination And Remuneration Committee	Risk Oversight Committee	Governance and Social Responsibilities Committee	Technology Committee
	15/15	-	-	-	-	-	-
	15/15	-	43/45	-	-	-	-
	13/13	-	-	11/11	-	5/5	-
	15/15	-	45/45	-	11/12	3/3	5/5
	15/15	16/16	-	12/12	-	-	-
	15/15	15/16	-	5/5	-	-	5/5

Name	Position	Time in Position
7. Mrs. Maneerat Srisaovajati[5]	Independent Director Member of the Audit Committee Member of the Corporate Governance and Social Responsibilities Committee Member of the Nomination and Remuneration Committee Member of the Technology Committee	27 June 2018 - as of the date in this document 6 July 2018 - as of the date in this document 3 May 2019 - 6 August 2020 7 August 2020 - as of the date in this document 4 June 2021 - as of the date in this document
8. Mr. Songpol Chevapanyaroj[6]	Independent Director Member of the Audit Committee Member of the Risk oversight Committee Chairman of the Risk oversight committee	1 November 2019 - as of the date in this document 1 November 2019 - as of the date in this document 7 February 2020 - as of the date in this document
9. Mr. Satorn Topothai[7]	Director Member of the Executive Committee Member of the Nomination and Remuneration Committee	3 April 2020 - as of the date in this document 7 August 2020 - as of the date in this document 7 August 2020 - as of the date in this document
10. Mr. Pisit Serewiwattana7[7]	Director Member of the Corporate Governance and Social Responsibilities Committee Member of the Risk Oversight Committee	5 March 2021 - as of the date in this document 7 May 2021 - as of the date in this document 4 June 2021 - as of the date in this document
11. Miss Siriporn Eamrungroj[8]	Member of the Corporate Governance and Social Responsibilities Committee	3 May 2019 - as of the date in this document
12. Mr. Somphan Eamrungroj	Member of the Risk Oversight Committee	4 May 2018 - as of the date in this document

	1 January 2021 - 31 December 2021						
	Board of Directors	Audit Committee	Executive Boards	Nomination And Remuneration Committee	Risk Oversight Committee	Governance and Social Responsibilities Committee	Technology Committee
	15/15	16/16	-	12/12	-	-	5/5
	14/15	15/16	-	-	12/12	-	-
	14/15	-	44/45	12/12	-	-	-
	11/11	-	-	-	7/7	2/2	-
	-	-	-	-	-	5/5	-
	-	-	-	-	12/12	-	-

Name	Position	Time in Position
13. Miss Kornpranom Wongmongkol[10]	Member of the Risk Oversight Committee	7 August 2020 - as of the date in this document
14. Mr. Sumate Maneewattana[11]	Member of the Nomination and Remuneration Committee Member of the Corporate Governance and Social Responsibilities Committee	7 May 2015 - as of the date in this document 3 May 2019 - as of the date in this document
15. Mr. Vichan Amornrojanavong	Member of the Executive Committee	7 August 2015 - as of the date in this document
16. Mr. Manus Suksawadi	Member of the Corporate Governance and Social Responsibilities Committee	8 August 2016 - as of the date in this document

Remark:

1 Miss Wilai Tantinantana was appointed to be the Corporate Governance and Social Responsibilities Committee Member and the Nomination and Remuneration Committee Member according to the resolution of the board meeting No. 1/2019 on 4 January 2019, substituting for Mr. Amnuay Preemonwong, and appointed as the Corporate Governance and Social Responsibilities Committee Chairman as per the resolution of the board meeting No. 7/2019 on 3 May 2019 as a replacement of Miss Siriporn Eamrungroj. Miss Wilai Tantinantana tendered resignation on 30 November 2021.

2 Mr. Bundit Anantamongkol was appointed as a director as per the resolution of the 2019 Annual General Meeting of Shareholders on 5 April 2019, as a replacement of Mr. Somphan Eamrungroj, appointed as the Executive Committee Member according to the resolution of the board meeting No. 06/2019 on 5 April 2019, as a replacement of Mr. Somphan Eamrungroj, and appointed as the the Corporate Governance and Social Responsibilities Committee Member pursuant to the resolution of the board of directors No. 12/2020 on 7 August 2020 and remaining in office until 7 May 2021. He assumed the post of Chief Executive Officer (CEO) and the Risk Oversight Committee Member on 1 January 2021 according to the resolution of the board meeting No. 19/2020 on 10 December 2020 and was appointed as the Technology Committee Member on 4 June 2021 according to the resolution of the board meeting No. 8/2021 on 4 June 2021.

3 Mr. Yos Kimsawatdi was appointed as an independent director as per the resolution of the Extraordinary General Meeting of Shareholders No. 2/2017 on 14 November 2017 as a replacement of Mr. Chim Tantoyasawasdikul, appointed as the Audit Committee Member according to the resolution of the board meeting No. 13/2017 on 14 November 2017, substituting for Professor Dr. Pornchai Chunhachinda, appointed as the Risk Oversight Committee Member as per the

	1 January 2021 - 31 December 2021						
	Board of Directors	Audit Committee	Executive Boards	Nomination And Remuneration Committee	Risk Oversight Committee	Governance and Social Responsibilities Committee	Technology Committee
	-	-	-	-	12/12	-	-
	-	-	-	11/12	-	4/5	-
	-	-	43/45	-	-	-	-
	-	-	-	-	-	5/5	-

resolution of the board meeting No. 7/2019 on 3 May 2019, and appointed as the Technology Committee Chairman on 4 June 2021 according to the resolution of the board meeting No. 8/2021 on 4 June 2021.

4 Mrs. Maneerat Srisaovajati was appointed as an independent director according to the resolution of the Extraordinary General Meeting of Shareholders No. 01/2018 on 27 June 2018, appointed as the Audit Committee Member as per the resolution of the board meeting No. 12/2018 on 6 July 2018, as a replacement of professor Dr. Pornchai Chunhachinda, appointed as the Corporate Governance and Social Responsibilities Committee Member pursuant to the resolution of the board meeting No. 7/2019 on 3 May 2019, transferred from the Corporate Governance and Social Responsibilities Committee Member to the Nomination and Remuneration Committee Member on 7 August 2020 subject to the resolution of the board meeting No. 12/2020 on 7 August 2020, and appointed as the Technology Committee Member on 04 June 2021 according to the resolution of the board meeting No. 8/2021 on 4 June 2021.

5 Mr. Songpol Chevapanyaroj was appointed as a company's director (independent director) from 1 November 2019 as per the resolution of the board meeting No. 18/2019 on 25 October 2019. He was appointed as the Audit Committee Member and the Risk Oversight Committee Member pursuant to the resolution of the board meeting No. 19/2019 on 1 November 2019. Furthermore, Mr. Songpol Chevapanyaroj was appointed as the the Risk Oversight Committee Chairman as a replacement of Miss Rasa Kanchanasai according to the resolution of the board meeting No. 2/2020 on 7 February 2020, which was effective from 7 February 2020.

6 Mr. Satorn Topothai was appointed as a director according to the resolution of the board meeting No. 6/2020 on 3 April 2020, and appointed as the Executive Committee Member and the Nomination and Remuneration Committee Member as per the resolution of the board meeting No. 12/2020 on 7 August 2020.

7 Mr. Pisit Serewiwattana was appointed as a director as from 5 March 2021 according to the resolution of the board meeting No. 4/2021 on 5 March 2021, appointed as the Corporate Governance and Social Responsibilities Committee Member as from 7 May 2021 pursuant to the resolution of the board meeting No. 7/2021 on 7 May 2021, and appointed as the Risk Oversight Committee Member as from 4 June 2021 as per the resolution of the board meeting No. 8/2021 on 4 June 2021.

8 Miss Siriporn Eamrungroj was discharged from being a director and the Corporate Governance and Social Responsibilities Committee Chairman due to retirement by rotation in the 2019 Annual General Meeting of Shareholders from 5 April 2019. She was also the Corporate Governance and Social Responsibilities Committee Member as per the resolution of the board meeting No. 7/2019 on 3 May 2019 because Miss Wilai Tantinantana was appointed as the Corporate Governance and Social Responsibilities Committee Chairman from 3 May 2019.

9 Miss Kornpranom Wongmongkol was discharged from being the Risk Oversight Committee Member as the board meeting No. 07/2019 on 3 May 2019 restructured the subcommittees for suitable and effective management and operation of the Company, from 3 May 2019. She was transferred from being the Executive Committee Member to be the Risk Oversight Committee Member from 7 August 2020 according to the resolution of the board meeting No. 12/2020.

10 Mr. Sumate Maneewattana was appointed as the Corporate Governance and Social Responsibilities Committee Member as from 3 May 2019 pursuant to the resolution of the board meeting No. 7/2019 on 3 May 2019.

Executives

As of 31 December 2021, the Company had executives as defined in the notice of the Securities and Exchange Commission No. Kor. Jor. 17/2551 on determination of definitions about securities issuance and offering 9 including amendments) as follows

Name	Position
1. Mr. Bundit Anantamongkol	Chief Executive Officer
2. Mr. Somporn Moonsrikaew	President, Business Group
3. Mr. Choopong Phokhasawadi	Senior Executive Vice President, Loan Restructuring and Sales Group 1
4. Mr. Suntis Wattanakul	Senior Executive Vice President, Operational Supporting Group, and Chief Financial Officer (CFO)
5. Mr. Phongsathon Maneepim	Senior Executive Vice President, Regional Loan Restructuring and Sales Group
6. Mr. Weeravej Sirichatchai	Senior Executive Vice President, Corporate Supporting Group
7. Mr. Chanwit Kaveesoonthornsanoh	Executive Vice President, Financial Management and Investment Group

8. Mrs. Wannee Pankawong	Vice President, Accounting Department and assignee to be directly responsible for accounting supervision (account book)
9. Miss Jatuporn Suwattanangkul	Vice President, Financial Management and Finance Department

Company's Secretary

Board of Directors' meeting No. 11/2020 on 3 July 2020 passed a resolution to appoint Mr. Weeravej Sirichatchai to be the secretary of the board of directors from 1 August 2020.

Remuneration of directors and executives

Remuneration of the board of directors

(A) Monetary return of the board

The Annual general shareholder's meeting year 2021 had a resolution to determine the remuneration of directors and sub-committees of the company as proposed by the board of directors (equal to year 2020) as follows.

Position	Meeting allowance
Chairman	60,000 Baht/ month[1,2]
Vice Chairman	45,000 Baht/ month[1,2]
Director	30,000 Baht/ month[1,2]
Chairman of the Audit Committee	37,500 Baht/ month[2]
Member of the Audit Committee	30,000 Baht/ month[2]
Chairman of the Executive Committee	30,000 Baht/ time, but not over 60,000 Baht/ month[1,3]
Member of the Executive Committee	15,000 Baht/ time, but not over 30,000 Baht/ month[1,3]
Chairman of the Nomination and Remuneration Committee	12,500 Baht/ time[1,2,3]
Member of the Nomination and Remuneration Committee	10,000 Baht/ time[1,2,3]
Chairman of the Risk Oversight Committee	12,500 Baht/ time[1,2,3]
Member of the Risk Oversight Committee	10,000 Baht/ time[1,2,3]
Chairman of the Corporate Governance and Corporate Social Responsibilities Committee	12,500 Baht/ time[1,2,3]
Member of the Corporate Governance and Corporate Responsibilities Committee	10,000 Baht/ time[1,2,3]
Chairman of the Technology Committee	12,500 Baht/ time[1,2,3]
Member of the Technology Committee	10,000 Baht/ time[1,2,3]

Remark:
1 Meeting allowance is received when attending a meeting only
2 In case of more than a meeting/ month, only one payment is made
3 For non-executive directors of the company, with monthly salary.

Pursuant to the resolution of the 2021 Annual General Meeting of Shareholders, held on 27 April 2021, the directors shall receive a bonus for the Company's 2021 operating performance in a total amount of not over 5.0 million Baht.

Director's remuneration from 1 January 2021 to 31 December 2021[1] is as follows

Name	Position
1. Mrs. Tongurai Limpiti	Chairman
2. Mr. Bunyong Visatemongkolchai	Director, Vice Chairman of the Board, and Chairman of the Executive Committee
3. Miss Wilai Tantinantana	Director, Chairman of the Corporate Governance and Social Responsibilities Committee, and Member of the Nomination and Remuneration Committee
4. Mr. Bundit Anantamongkol	Director, Chief Executive Officer, Member of the Executive Committee, and Member of the Corporate Governance and Social Responsibilities Committee
5. Mr. Vasant Thienhom	Independent Director, Chairman of the Audit Committee, and Chairman of the Nomination and Remuneration Committee
6. Mr. Yos Kimsawatde	Independent Director, Member of the Audit Committee, Member of the Risk Oversight Committee, and Chairman of the Technology Committee
7. Mrs. Maneerat Srisaovajati	Independent Director, Member of the Audit Committee, Member of the Nomination and Remuneration Committee, Member of the Corporate Governance and Social Responsibilities Committee, and Member of the Technology Committee
8. Mr. Songpol Chevapanyaroj.	Independent Director, Member of the Audit Committee and Member of the Risk Oversight
9. Mr. Satorn Topothai	Director, Executive Director and Nomination and Remuneration Director
10. Mr. Pisit Serewiwattana	Director, Member of the Risk Oversight Committee, and Member of the Corporate Governance and Social Responsibilities Committee
11. Miss Siriporn Eamrungroj	Member of the Corporate Governance and Social Responsibilities Committee
12. Mr. Somphan Eamrungroj	Member of the Risk Oversight Committee
13. Miss Kornpranom Wongmongkol	Member of the Risk Oversight Committee
14. Mr. Sumate Maneewattana	Member of the Nomination and Remuneration Committee, and Member of the Corporate Governance and Social Responsibilities Committee
15. Mr. Vichan Amornrojanavong	Member of the Executive Committee
16. Mr. Manus Suksawadi	Member of the Corporate Governance and Social Responsibilities Committee
Total	

Remark: [1] Please consider the number of meeting attendance details of the Board of Directors and Sub-committees from January 1 - December 31, 2021.

	1 January 2021 - 31 December 2021							
	Board of Directors	Audit Committee	Executive Boards	Nomination And Remuneration Committee	Risk Oversight Committee	Governance and Social Responsibilities Committee	Technology Committee	Total
	(Baht)	(Baht)	(Baht)	(Baht)	(Baht)	(Baht)	(Baht)	(Baht)
	720,000	-	-	-	-	-	-	**720,000**
	450,000	-	720,000	-	-	-	-	**1,170,00**
	330,000	-	-	110,000	-	62,000	-	**502,500**
	360,000	-	-	-	-	-	-	**360,000**
	360,000	450,000	-	150,000	-	-	-	**960,000**
	360,000	360,000	-	-	50,000	-	62,000	**832,500**
	360,000	360,000	-	120,000	-	-	50,000	**890,000**
	360,000	360,000	-	-	150,000	-	-	**870,000**
	360,000	-	360,000	120,000	-	-	-	**840,000**
	270,000	-	-	-	70,000	20,000	-	**360,000**
	-	-	-	-	-	50,000	-	**50,000**
	-	-	-	-	120,000	-	-	**120,000**
	-	-	-	-	120,000	-	-	**120,000**
	-	-	-	110,000	-	40,000	-	**150,000**
	-	-	360,000	-	-	-	-	**360,000**
	-	-	-	-	-	50,000	-	**50,000**
	3,930,000	**1,530,000**	**1,440,000**	**610,000**	**510,000**	**222,500**	**112,500**	**8,355,000**

Other remunerations

Two directors including Mrs. Tongurai Limpiti and Mr. Bunyong Visatemongkolchai, receives other remunerations than meeting allowance and director's allowance including fuel cost, and a car with a driver.

Executive's remuneration

Monetary return

Monetary return includes salary, bonus, provident fund contribution and other returns of the executives assuming the posts of Chief Executive Officer, President and Executive Vice Presidents overseeing Regional Loan Restructuring and Sales Group, Loan Restructuring and Sales Group 1 and Group 2, Business Supporting Group, Operational Supporting Group, and Corporate Supporting Group, totaling 7 persons and for the accounting year ended 31 December 2021, in an amount of 52.08[1] million Baht.

Remark: [1] Monetary return of the executives for the year ending as of 31 December 2021 for 52.08 million Baht excludes bonus for the overall operation of year 2021, payable in 2022.

Other remunerations

Every executive receives other remunerations than salary, bonus, and provident fund contribution such as fuel cost, and a car with a driver.

Personal

Number of employees

As of 31 December 2021, the Company had 4 Senior Executive Vice Presidents and 1,281 employees by departments, totalling 1,285 persons

Group	As of 31 December 2021	
	Executive Officers[1] (Person)	General Employees (Person)
1. Regional Loan Restructuring and Sales Group	59	323
2. Loan Restructuring and Sales Group 1	51	182
3. Loan Restructuring and Sales Group 2	46	114
4. Business Supporting Group	39	117
5. Operational Supporting Group	43	115
6. Corporate Supporting Group	25	73
7. Information Technology and Digital Group	10	31
8. Corporate Governance and Risk Management Group	9	21
9. Internal Audit Department	6	17
Total	**288**	**993**

Remark: [1] Executive offers refer to employees at the levels of executive vice president, vice president, manager and deputy manager.

Employee's remuneration

Monetary return

Employee's monetary return includes salary, bonus, provident fund contribution and other remunerations of the company's employees (excluding the remuneration of Chief Executive Officer, President and Executive Vice Presidents totaling 7 persons) for the accounting year ended 31 December 2021 amounting to 1,294.69[1] million Baht.

The Company established a provident fund according to the Provident Fund Act B.E. 2530 (1987) (including amendments). from 1 February 2017, the company has contributed money for 6.0-10.0% of the employee's salary to the provident fund, and the employees contribute cumulative amount for at least 3.0% of their salary. In the accounting year ending as of 31 December 2021, the Company had expenses about the provident fund for 94.38 million Baht, respectively

Remark : [1] Employee's monetary return for the accounting year ended 31 December 2021 totaling 1,294.69 million Baht does not include bonus for the 2021 performance that will be paid out in 2022.

Social Security Fund

The Company registered as the employer with the Social Security Fund according to the Social Security Act B.E. 2533 (1990) (as amended). From 12 December 2019, the Company has paid contribution for employees at the rate of 5% of their salary with base salary not exceeding 15,000 Baht, and the employees would pay contribution to the social security fund at the equal rate of 5%. In 2021, the Social Security Fund decreased the rate of contribution, whereby the contribution was paid at 3% by the Company and at 3% by the employees in January 2021; then at 3% by the Company and 0.5% by the employees in February and March 2021; and at 2.5% by the Company and 2.5% by the employees during June - November 2021. For the accounting year ended 31 December 2021, the Company incurred expenses related to the social security fund totaling 7.56 million Baht.

Other remunerations

- None -

Liability agreement of directors and officers[1]

Insurer	Dhipaya Insurance Public Company Limited
Insured	Directors and officers of the Company
Insurance term	1 April 2021 (00.01 hrs.) to 1 April 2022 (00.01 hrs.)
Sum insured	200.0 million Baht/ time throughout the insurance time including expenses and fees that the Company makes payment, with written consent from the insurer (Defense Costs)
Policy type	Liability insurance of directors and officers
Coverage	The insured will pay indemnity that the insured and/or the Company has to pay as per the laws instead of the insured or the company due to offence of the insured as the insured is a director or officer of the Company.

Remark: 1 Directors and officers mean person appointed or elected to be directors, officers and secretary of the Company in the past, at present, and in the future, including legal spouse of those people.

Personnel development

The Company has a policy to take care of employees nationwide fairly by considering competency and work experience to give an opportunity to employees to be advanced in their career path equally. Furthermore, the remuneration and welfare are improved to be suitable with the economic condition and needs of living to enhance morale and motivation in work operation of the employees.

For personnel development, the Company regards it essential because it is to enhance knowledge and skills to work effectively by making a plan to promote the organization to have potentials in all aspects such a training, and scholarship. This will uplift the company to have standard equivalent to general leading companies.

The Company defines a strategy and plan about personnel development by making HR Master Plan which includes

(A) Organization's competency system

The company provides the competency system including core competency, managerial competency and functional competency.

(1) Core competency is the competency that employees at all levels are transmitted from vision, mission and strategy of the organization for the Company to operate works successfully and achieve the set goals, before conveyed to every employee.

(2) Managerial competency is for executives at all level, and it is different in terms of roles and duties (role-based) to operate works successfully in accordance with the strategic plan, vision, and mission of the company.

(3) Functional competency is competency for specific positions to support the employees to behave suitably with the job descriptions, and to enable the sectors and organization to achieve goals successfully.

The Company assesses competency under the framework that can contribute to creation of the conceptual, behavioural and attitudinal framework of employees to be in the same way with vision, mission and strategy of the company. It is a variable to make the Company to achieve the set goals successfully.

Furthermore, such assessment is also an instrument to help the Company to work human resources more effectively such as nomination of employees, transfer or promotion, personnel development etc.

(B) Performance Assessment based on KPI

The Company implements the performance assessment system by employing the Key Performance Indicator: KPI, starting from setting a Business Model, transforming to the organizational indicator, and obtaining concrete outcomes in an effective and efficient manner, transmitted to the department-level indicators up to all employees in the entire organization. Therefore, the Company's performance assessment is consistent with the direction of the business operation, which is an important factor of success of work operations according to the code of practices of general leading companies.

At present, the Company exercise the indicator system with every employee to respond the strategy and goals in each year. It is also a tool to follow up and assess the performance with the related executives to consider screening the assessment result, and determining returns and other benefits for employees fairly and suitably.

(C) Provision of employee development plan for employees at all levels

Personnel are valuable resources that must be retained and developed to reach their full potential. The Company believes that personnel are the important drive, and thus emphasizes the development of employees at all levels including executives and staff members, systematically and continuously. This will be consistent with current business operation, which will enable the Company to achieve favorable performance and enhance its competitiveness, as well as support its future business operation. The Company defines the training roadmap and the employee development plan (IDP) under the competency-based management with aims to develop employees at all levels to have knowledge, capability, skill and potential and be prepared for performing their duties to efficiently achieve the Company's goals.

Additionally, the Company has a campaign for employees to realize bringing satisfaction to customers in accordance with the customer focused strategy by implanting consciousness and value to be open-minded, accept changes and work together well (Openness). This will result in good thoughts and attitude, with broader perspectives in working more extensively.

The Board of Directors also gives importance to administration under the principle of 3R (Recruit, Retain & Retire) to boost employees' morale and moral support in same way as that of other several leading organizations. In 2021, an emphasis was placed on 'reskill' and 'upskill' to ensure employees could develop their skills to a broader and more diverse extent, which will help enhance their potential and efficiency in performing their duties. Importance was also attached to knowledge management, under which the retired employees who have considerable knowledge and experience were asked to share their knowledge with the current employees in order to apply such knowledge to their operations.

Labor's dispute

The Company has no major labor disputes, which significantly affect the businesses, financial institutions and overall operations of the company in past 3 years. The Company does not realize any event that may cause a labor-related dispute, that may significant affect the businesses, financial status and overview operation of the Company.

Labor relation

The company's employees do not set up or join a labor union, but the Company establishes the welfare committee in the establishments according to Labor Protection Act B.E. 2541 (1998) (and amendment) consisting of 18 representatives of the employee. Nevertheless, from the founding, the company never had a strike by the company's employees. According to the Labor Protection Act B.E. 1998, Section 7: welfare, it regulates that the establishments having at least 50 employees should have an employer to set up the welfare committee in the establishment with following details.

(A) Scope of duty and responsibility

(1) Discuss with employers for the compensation of employees.
(2) Advise and suggest employers about the compensation of employees.
(3) Monitor, control and supervise the compensation of employee policy.
(4) Give an opinion and the allocation method of employee compensation which advantage employers.
(5) Others related to the compensation of employees.

(B) Background of appointment of the welfare committee at a place of business

Section 96 stipulates that for an establishment having at least 50 employees, the employer shall set up the welfare committee at a place of business, comprising at least 5 representatives of the employees. The welfare directors shall be elected according to the principles and method specified by the director-general in the notice of the Department of Labor Protection and Welfare regarding principles and methods of election of the welfare committee at a place of business.

(C) Remuneration payment

As the 4/2020 Board of Directors' Meeting, which was convened on 6 March 2020, approved the resolution which determines the meeting allowance of the Welfare Committee, as follows.

- 3,000 Baht a meeting for the chairman of the board
- 2,000 Baht a meeting for each member

Nevertheless, the meeting allowance will be paid for 1 meeting a month per person and members may receive the meeting allowance upon their presence at the meeting.

One Report 2021



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Report of the Executive Committee

The Executive Committee, appointed by the Board of Directors to support the operation of the Board of Directors, is composed of three directors of the Company and one outsider, with Chief Executive Officer serving as the ex officio committee member and secretary. List of the Executive Committee is as follows:

1. Mr. Bunyong Visatemongkolchai — Chairman of the Executive Committee
2. Mr. Satorn Topothai — Executive Committee Member
3. Mr. Vichan Amornrojjanawong — Executive Committee Member (outsider)
4. Mr. Bundit Anantamongkol — Executive Committee Member and Secretary

In 2021, the Executive Committee arranged a total of 45 meetings to consider the matters under the scope of duties and responsibilities as specified in the Executive Committee Charter and as assigned by the Board of Directors, with significant operations as follows:

- Considered, screened and gave opinion on the appropriateness of the Company's strategies, operational plans, annual budgets, and business operation targets before proposing for the Board of Directors' consideration and approval, and monitored the progress of operation against the plans on a quarterly basis, as well as provided useful advice on management and operation under the strategic plan.
- Considered, screened and gave opinion on the form of investment and expansion of business scope of the Company.
- Considered, screened and gave opinion on the reorganization before proposing for the Board of Directors' consideration and approval.
- Considered and approved the debt restructuring and sales of NPAs within its scope of authority, and screened the cases that are under the authority of the Board of Directors before proposing for the Board of Directors' consideration.
- Considered and approved the auction prices for assets (NPLs and NPAs) to be purchased from financial institutions as authorized by the Board of Directors, and gave advice to the management regarding guidelines on portfolio management, market analysis and strategy adjustment to increase the opportunity for competition.
- Considered and approved the issue of quarterly financial statements.
- Considered and approved the amount, interest rate, period, terms and conditions, and others as deemed appropriate for the issue and sale of debentures as authorized by the Board of Directors.
- Considered and approved the budget for main projects under the IT Master Plan as authorized by the Board of Directors, and gave advice on IT management to enhance operational efficiency and competitiveness in the digital disruption era.
- Considered and approved the marketing promotions/campaigns/projects to promote and support sales of NPAs and debt restructuring.
- Considered and gave advice on the liquidity management, and continuously monitored the Company's liquidity position.

The Executive Committee is committed to operating the business in order to achieve the Company's vision, mission, and goal with the pivotal role in helping revive the assets and driving the Thai economy through management of NPLs in the financial sector to become reperforming and revolving in the economic system. The Executive Committee also is committed to managing the business under the corporate governance principles and in the transparent and examinable manner, while paying regard to benefits of the Company, shareholders and all groups of stakeholders and operating the business with social and environmental responsibility to ensure the Company could grow firmly and sustainably.

(Mr. Bunyong Visatemongkolchai)
Chairman of the Executive Committee

Report of the Corporate Governance and Social Responsibilities Committee

The Corporate Governance and Social Responsibilities Committee is composed of two directors of the Company, namely Miss Wilai Tantinantana and Mr. Pisit Serewiwattana, and three outsiders, comprising Mr. Manus Suksawasdi, Miss Siriporn Eamrungroj and Mr. Sumate Maneewattana, Miss Wilai Tantinantana serving as the Committee Chairman (she resigned as the Company's director on 30 November 2021). The Committee has the duties and responsibilities as specified in the Corporate Governance and Social Responsibilities Committee Charter to support the Company's operation by laying down the Company's policies, regulations and operational guidelines in accordance with the principles of corporate governance and social responsibility and monitoring the Company's operation in line with the regulations so as to lead the Company to success and sustainability.

In 2021, the Corporate Governance and Social Responsibilities Committee arranged a total of five meetings. Here is a summary of its performance:

1. Considered and commented on the corporate governance and regulations compliance plan to improve quality in line with the corporate governance principles.
2. Provided suggestions on sustainability and CSR activities as well as GAP operation under the criteria for participation in the CGR project so as to uplift the Company's corporate governance practices and follow up on the progress of such operation.
3. Considered the implementation of corporate governance promotion activities to create a perception and awareness of the importance of good corporate governance and encourage the employees to behave themselves on the basis of righteousness through BAM CG Day 2021 event and training on Expansion of the Collective Action Coalition Against Corruption, which would allow for the Company to form a powerful alliance in mutually conducting the business on a sustainable and transparent basis.
4. Reviewed the Corporate Governance and Social Responsibilities Committee Charter by increasing the roles and duties of the Board of Directors to cover the regulations compliance and give importance to the integration of governance, risk management, and compliance (GRC).
5. Reviewed policies such as the anti-money laundering and counter-terrorism and proliferation of weapon of mass destruction financing policy, the anti-corruption policy, the compliance policy, the Compliance Charter, and other corporate governance-related policies.
6. Considered the report of the Corporate Governance and Social Responsibilities Committee and the sustainability report for disclosure in Form 56-1 One Report.
7. Considered the self-assessment as a whole and on an individual basis to align with the CGR project according to the assessment criteria of the Thai Institute of Directors (IOD).
8. Provided suggestions on the complaint handling report to enhance operational efficiency under the corporate governance principles.
9. Supervised and ensured that the Company complies with the regulations set out in the compliance policy and approved the annual compliance report.

In 2021, the Company received the CAC certificate for the second year at Thailand 11th National Conference on Collective Action Against Corruption, titled "Unified Business Transparency against Corruption," conducted in the form of virtual ceremony. This could demonstrate the organization's commitment to operating business with transparency and combating corruption in all its forms. The Company earned the "Very Good" recognition level in the CGR project.

In addition, the Company received other four awards from two leading international institutes, which could bear testimony to the Company's capability in business operation that is recognized in the international arena, comprising:

- The Best Investor Relations Thailand 2021 and the Best Distressed Asset Management Company Thailand 2021 from International Business Magazine Award 2021 hosted by International Business Magazine, a leading business and finance magazine based in Dubai, the United Arab Emirates, which singled out organizations whose performance met the awarding criteria; and
- The Best in House Investor Relations Team - Distressed Asset Management and the Best Distressed Asset Management Company from International Financial Awards organized by International Finance, a leading business and finance magazine of the UK's International Finance Publications Limited. These awards are intended to honor individuals and organizations in the international financial sector who have demonstrated an outstanding performance in various fields deemed valuable to global financial business.

The Corporate Governance and Social Responsibilities Committee has performed duties to the best of its ability under the mission designated by the Board of Directors with a view to ensuring that the Company upholds good corporate governance and maintains regulatory compliance and encouraging the Company to operate business on a sustainable and transparent basis.

(Mr. Pisit Serewiwattana)
For and on Behalf of
Chairman of the Corporate Governance and
Social Responsibilities Committee

Report of the Risk Oversight Committee

The Risk Oversight Committee is composed of five members, with Executive Vice President, Corporate Governance and Risk Management Group, serving as the secretary to the Risk Oversight Committee.

The Risk Oversight Committee performs duties within the scope of responsibilities specified in the Risk Oversight Committee Charter, as assigned by the Board of Directors. In 2021, the Risk Oversight Committee held a total of 12 meetings and reported the results of its operation to the Board of Directors on a quarterly basis.

The Risk Oversight Committee gives importance to the corporate governance task according to guidelines of the supervising authorities and the international best practices (COSO ERM 2017) so that the overall risk management will be at an acceptable level. Importance is also given to managing the Company's liquidity at the level that is appropriate and adequate for business operation in both normal and critical situations, particularly in 2020-2021 when the Company had been hit by the COVID-19 crisis. The results of the Risk Oversight Committee's operation can be summarized as follows:

1. Monitored and ensured that an enterprise risk analysis was conducted according to the yearly strategic plan, which aligned with the Governance, Risk and Compliance (GRC) Policy, by integrating risk management with strategic planning in order for the strategic plan to cover risk assessment under the COSO ERM 2017 framework; prepared a risk map to identify the key enterprise risks and determine the key risk indicators; and reported the risk status to other committees on a monthly/quarterly basis.

2. Formulated the enterprise risk management framework, comprising key risk indicators, risk appetite and risk tolerance, based on the Company's strategic objectives, with importance also given by the Company to IT risk management by determining the IT KRIs for tracking and guarding against any cyber threats and establishing the policy and guidelines on IT and cybersecurity and the cybersecurity incident response plan.

3. Monitored and ensured that risk management was carried out in line with the established policy; followed up on reports on risk status such as enterprise risk status/watchlist and liquidity risk status, reports on credit risk management: asset quality, and loss data reports; closely monitored risk situations with respect to economic and financial condition, competition, technology, cyber threats by making additional review of the criteria for IT impact and reputation impact, and changes to rules, regulations and requirements of the authorities; and conducted a stress test on the Company's stability.

4. During the COVID-19 situation, provided advice regarding the key risks that may affect the Company in order for the management to use such advice as a guideline on business operation to be as close as possible to business operation in the normal condition, including advice on, for instance, establishing measures for operation through the Business Continuity Management Working Group in preparation for the work from home and work in office to cope with the pandemic, preparing the buildings, premises, human resources, IT system for both hardware and software, data access, data security, as well as measures for taking care of the Company's employees by providing budgets for vaccination of employees at all levels, requiring outsiders, customers and visitors to strictly comply with the measures to prevent the spread of the virus, and preparing for the Company's liquidity management to be least affected by the uncertain situation; and closely monitored the Company's liquidity management.

5. Monitored and ensured that there was the coordination between risk management unit and IT unit, together with the employment of an external consultant to lay down the IT risk management guidelines that suit the nature of business, establish the IT risk management policy and guidelines in line with the best practice and determine the key risk indicators, with the IT risk status to be reported to the Risk Oversight Committee on a monthly basis.

6. Provided advice on managing cyber threats to the Company to align with the direction of its business operation that focuses on digital financial services, by coordinating with the Information Technology Strategy Department in making preparations to prevent cyber attacks such as phishing, ransomware, etc.

7. Followed up on the Company's preparedness in various aspects in conformity with the Personal Data Protection Act B.E. 2562 by determining risk indicators for monitoring such preparedness to comply with the Act so as to ensure that the Company and its employees will be able to perform the works completely and correctly as required by laws.

The Risk Oversight Committee has performed duties, as specified in the Risk Oversight Committee Charter, prudently and carefully and has used the knowledge and experience of all members of the Committee with full capability by paying regard to the utmost benefit of the Company.



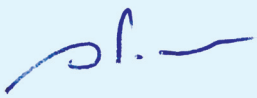
(Mr. Songpol Chevapanyaroj)
Chairman of the Risk Oversight Committee

Report of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee was appointed by the resolution of the Board of Directors to support the operation of the Board of Directors, and has the power, duties and responsibilities as specified in the Nomination and Remuneration Committee Charter. The Committee consists of four directors of the Company, two of whom are independent directors, and one third-party member, totaling five persons, with Mr. Vasant Thienhom as the Committee Chairman, and Miss Wilai Tantinantana, Mrs. Maneerat Srisaovajati, Mr. Satorn Topothai, and Mr. Sumate Maneewattana as the Committee Members.
Remark: Miss Wilai Tantinantana served as the Committee Member from 4 January 2019 to 30 November 2021.

In 2021, the Nomination and Remuneration Committee held a total of 12 meetings to perform duties under the Nomination and Remuneration Committee Charter and also to scrutinize and provide opinions on various important issues before proposing to the Board of Directors. The significant operations are as follows:

1. Reviewed and determined the policy and criteria for nomination of the Company's directors and top executives as a basis and guideline for recruiting qualified personnel in accordance with the vision and the strategic objectives of the Company.
2. Considered the criteria for recruitment and screening of qualified persons to be proposed to the Board of Directors for consideration and appointment as directors to replace the vacating directors before the end of their term of office, and proposed to the Board of Directors for approval before submitting to the annual general meeting of shareholders for consideration and approval of the appointment of directors to replace the directors due to retire by rotation.
3. Considered and reviewed the position taking of the subcommittees as well as the term of office of outsiders to be compatible with the roles and duties of each subcommittee, and proposed to the Board of Directors for approval.
4. Considered and reviewed the Nomination and Remuneration Committee Charter before presenting to the Board of Directors for approval.
5. Considered and reviewed the board skill matrix to be suitable and consistent with the principles of good corporate governance before presenting to the Board of Directors for approval.
6. Selected and nominated candidates for appointment and rotation as top executives to ensure preparedness and efficient management before presenting to the Board of Directors for approval.
7. Considered, reviewed and screened the succession plan to be presented to the Board of Directors for approval.
8. Considered and determined the remuneration as well as reviewed the remuneration and welfare structure of the directors and subcommittee members based on the overall economic condition before presenting to the Board of Directors for approval and then to the annual general meeting of shareholders for approval.
9. Considered and determined the structure of remuneration, other rights and benefits, the conditions of employment contract, and scope of duties and responsibilities, as well as the employment contract of Chief Executive Officer and President, before presenting to the Board of Directors for approval.
10. Considered and formulated the guidelines and evaluated performance of Chief Executive Officer, President, and Senior Executive Vice Presidents to be in accordance with the indicators approved by the Board of Directors and the principles of good corporate governance, which could be traced back and reflected the performance clearly.
11. Considered and reviewed the determination of scope of duties and qualifications of members of the Technology Committee, and selected the qualified persons to be proposed to the Board of Directors for appointment as members of the Technology Committee.



(Mr. Vasant Thienhom)
Chairman of the Nomination and Remuneration Committee

Report of the Technology Committee

The Technology Committee consists of three directors of the Company, two of whom are the independent directors, and one is the director, totaling three persons, with Mr. Yos Kimsawatde as the Committee Chairman, Mr. Bundit Anantamongkol and Mrs. Maneerat Srisaovajati as the Committee Members. The Committee performs duties, within the scope of responsibilities specified in the Technology Committee Charter, in overseeing the technology policies, master plan and management to align with the Company's vision, mission and strategy, as well as monitoring and evaluating the performance and pushing forward the policies to be efficiently translated into practice.

In 2021, the Technology Committee arranged a total of five meetings, with significant operations as follows:

1. Approved the policy and guidelines on corporate data monitoring.
2. Supervised and monitored the implementation of the BAM Digital Enterprise master plan, involving the ERP system development project, core system development project, data management project, the PDPA supporting system installation and development project, and the cyber security supporting system installation and development project.
3. Supervised and monitored the implementation of the IT action plan, involving the TFRS9 project, IT support center project, and the project to install security system on the server and network system.
4. Gave advice on the debtor data management project.
5. Determined the guidelines and the duties and responsibilities of the IT security officials.
6. Considered and approved the Technology Committee Charter.

The Technology Committee is committed to overseeing the technology policies, master plan and management to ensure the Company's advancement in digital technology in line with its vision, mission and strategy and gear up for the Company's sustainable growth.



(Mr. Yos Kimsawatde)
Chairman of the Technology Committee

Part 2

Corporate Governance

9 Internal Control and Connected Transactions



Internal Control



Internal Control

The Company supervises its internal control under the internal control framework specified by COSO (the Committee of Sponsoring Organizations of the Treadway Commission), and evaluates the sufficiency of its internal control system, using the internal control sufficiency evaluation form developed by the Office of the Securities and Exchange Commission (SEC).

COSO's internal control framework includes five key components: (1) control environment, (2) risk assessment, (3) control activities, (4) information and communication, and (5) monitoring activities. The Company's internal control activities, under each of the aforementioned components, are as follows:

1. Control Environment

The Company is determined to promote among all of its departments an awareness of the importance of internal control system management, by creating an efficient and effective control environment where all employees must uphold righteousness, fairness and transparency. Also, they must be well aware that a good internal control system is a vital factor that enables the Company to sustainably operate its business and achieve the established objectives in terms of operational efficiency and effectiveness, financial reporting reliability, and applicable laws and regulations compliance. The overview of the Company's performance in this regard is as follows:

1.1 Determination of annual goals and operation plans of the Company and each department as guidelines for devising operational strategies of the executives and performing duties of employees in order to push the Company forward to achieve the established vision and mission.

1.2 Determination of the Company's organizational structure, policies, and organization-level and overall operation procedures, while making employees recognize and cultivate a good sense of completing the tasks under their responsibility. In 2021, the Board of Directors

approved an organization restructuring to accommodate the long-term strategic plan by reorganizing the back-office group and additionally setting up the "Corporate Governance and Risk Management Group" to elevate the governance, risk and compliance (GRC) operations, consisting of Corporate Governance and Compliance Department and Risk Management Department.

1.3 Determination of the scope of authority, duties and responsibilities of the Board of Directors, the Audit Committee, and Chief Executive Officer, and determination of the approval authority for the Company's operations and transactions.

1.4 Giving of importance to the integration of GRC operations of work units in the first, second and third lines in order to move the organization towards sustainable growth.

1.5 Formulation of the governance, risk and compliance (GRC) policy.

1.6 Preparation of handbooks for good corporate governance and corporate social responsibility, business ethics, and corporate governance practices, such as provision of complaint channels, reporting of conflict of interest, and the Company being approved to participate in Thailand's Private Sector Collective Action Coalition Against Corruption ("CAC"), which enables the Company to attain the corporate governance standards and achieve efficient management and also helps to boost employees' morale and good spirit in performing the assigned duties to their full capacity.

1.7 Creation of tools for the Company's human resource development reporting in order to develop employees' capabilities that align with the Company's operational direction.

1.8 Giving of importance to data governance by appointing the Data Governance Working Committee to supervise and oversee the Company's data management to be carried on appropriately and efficiently.

1.9 Formulation of the data governance policy and the data governance guidelines.

1.10 Upgrade of risk management work into Risk Management Department, consisting of Enterprise Risk Management Division, Risk Management and Information Technology Regulation Governance Division, and Personal Data Protection Supporting Division, in order to elevate risk management to the international standard, which is under the supervision of Corporate Governance and Risk Management Group.

1.11 Formulation of the outsourcing guidelines for all departments to abide by.

1.12 Review and revision of the enterprise risk management policy, covering six key risk categories which are strategic risk, operational risk, financial risk, compliance risk, reputation risk, and information technology risk, in order to manage risks to stay at the risk appetite level of the Company.

1.13 Formulation of the IT risk management policy and the IT risk management guidelines in order to raise the Company's IT risk management standard.

1.14 Determination of IT key risk indicators (IT KRIs) in order to follow up on the outcomes of IT risk management to align with BAM digital enterprise development (BAM-D).

1.15 Formulation of the IT outsourcing guidelines for all departments to use as a basis for their IT risk assessment and to be aware of the Company's IT security.

1.16 Formulation and adoption of the personal data protection policy and the cyber security policy for supervising and ensuring that the operations are correct, complete and efficient and conform to the authorities' regulations.

1.17 The Company's preparation for operations compliance with the Personal Data Protection Act B.E. 2562 by establishing Data Protection Office (DPO) and restructuring the structure and scope of duties and responsibilities of divisions in the departments under Corporate Governance and Risk Management Group with an additional formation of Data Protection Support Division to be directly in charge of personal data protection.

2. Risk Assessment

The Company recognizes the importance of risk management under changes that affect its business operation, whether from internal or external factors. The Company deems that risk management is an important part of all of its business processes and must be inter-connected at all levels. Therefore, the Board of Directors establishes the risk management policy, which all employees must adhere to and where risk assessment must be conducted at all levels. The overview of the Company's performance in this regard is as follows:

2.1 Implementation of systemic risk assessment at all levels of the organization and communication with all employees in order for them to realize the related risks and risk control of the organization and departments.

2.2 Appointment of the Risk Oversight Committee with duty to consider and provide opinion on the Company's risk management.

2.3 Creation of tools for monitoring the enterprise risk management plan, formulation of the risk management plan, and determination of the key risk indicators ("KRIs") for regular risk monitoring.

2.4 Integration of risk management with the formulation of strategic plan of the Company in order for the strategic plan to cover risk assessment under the COSO ERM 2017 framework and conform to the integration of GRC operations.

2.5 The Board of Directors' approval of the risk management policy, thereby classifying risks into six categories which are strategic risk, operational risk, financial risk, compliance risk, reputation risk, and information technology risk.

3. Control Activities

The Company establishes the operational control policy, operational procedures, and operational handbook in writing, all of which are reviewed and updated regularly or when there are significant changes. The overview of the Company's performance in this regard is as follows:

3.1 Determination of the internal control process, both at the organizational level and the important sub-process level, in accordance with the Company's business operation and control environment.

3.2 Creation of documented workflows of all business transactions.

3.3 Segregation of duties and responsibilities, including approval duty, account and information recording duty, etc.

3.4 Determination of the enterprise-level KRIs and the Risk Alert Indicators for tracking and containing the Company's key risks at the acceptable level by defining the risk appetite

(RA) and risk tolerance (RT) that suit the nature of business.

3.5 Requirement of regular submission of a report on the enterprise risk status and risk alert to the Risk Oversight Committee, the Audit Committee and the Board of Directors on a monthly and quarterly basis.

Moreover, the Company defines the scope of power, duties and approval authority of executives at each level in the operational regulations, with the aim to clearly segregate the duties in different processes. This is an important control activity that ensures the adequate and appropriate control of operation at all levels of the organization and the checks and balances between departments, especially for the activities with potential interest or conflict of interest.

4. Information and Communication

The Company puts in place the information and communication systems both inside and outside of the organization in order to improve the efficiency and effectiveness of its business operation. The overview of the Company's performance in this regard is as follows:

4.1 Formulation of action plans for the BAM-D Project in order to incorporate the information system into the Company's key strategic plan, which supports the improvement of operational efficiency and effectiveness, covering three main issues:
- Infrastructure
- New core
- Data governance

4.2 Provision of information to support the appropriate communication both inside and outside of the organization and, thus, enable the organization to operate and achieve its objectives.

4.3 Implementation of the appropriate and efficient communication processes and channels; for example, the use of Intranet, e-mail, etc.

4.4 Implementation of risk management with the KRIs-based early warning system, in order to allow the executives to monitor the organization's risk status, which is set up in the Company's MIS.

4.5 Upgrade of Information Technology and Digital Group, with effect from 1 January 2021, consisting of two departments, Information Technology Strategy Department and Application Development Department, to support the organization's growth.

5. Monitoring Activities

The Company puts in place the system that monitors and evaluates its internal control in order to ensure that its internal control system remains efficient and effective and is capable of performing the monitoring and evaluation tasks completely and appropriately as it is designed for, as well as managing the ever-changing risks in each time period, as follows:

5.1 Implementation of the process for regular performance monitoring and internal control assessment in order to ensure the appropriateness of the internal control system.

5.2 Monitoring of departments' mid-year moderate level risk assessment to be conducted as a precaution against risks moving up to a high level.

5.3 Assignment of all departments to prepare and present their reports in order to review their operation.

5.4 Arrangement of the Internal Audit Department to directly report to the Audit Committee.

5.5 Monitoring and reporting of all risk-related issues to the Risk Oversight Committee, the Audit Committee, and the Board of Directors on a regular basis.

The Company's Risk Oversight Committee, Audit Committee, and Board of Directors review the sufficiency evaluation of the Company's internal control system, and deems that the Company's internal control system and risk management system are appropriate and sufficient for its business operation and conform with the guidelines set forth by the SEC.

The Auditor's Remark

EY Office Limited ("Auditor"), which acted as the Company's Auditor for the financial information in the year ended 31 December 2021, would like to give a remark on Notes to the Financial Statements as follows:

I draw attention to Note 1.2 to the financial statements regarding the COVID-19 pandemic which is impacting various business and industries both directly and indirectly. This situation could create uncertainties and may be affect the Company's business activities in terms of the receivables' ability to make payment. This may impact the Company's operating results and cash flows in the future

However, no qualified opinion was expressed on the aforementioned case.

Head of Internal Audit and Head of Compliance

Head of internal audit is Miss Phansri Diawanan, who was appointed as Vice President of the Internal Audit Department by the Audit Committee's Meeting No. 12/2018 on October 2, 2018.

The Audit Committee deemed that the person serving as head of internal audit has the educational qualification, experience, and training that are suitable and sufficient for performing such duty. The Audit Committee is responsible for appointing, removing, or rotating the person serving as head of internal audit, based on the consideration of his/her qualification, knowledge, ability, and experience, as well as the evaluation of his/her yearly performance.

Head of compliance is Mr. Suratin Sutin, who was appointed as Vice President of the Corporate Governance and Compliance Department by the Employee Committee's Meeting No. 17/2021 on October 26, 2021.

Connected Transactions

The Company's transactions with related persons in the accounting year ending as of 31 December 2020 and the accounting year ending as of 31 December 2021, as approved by the audit committee meeting No.4/2021 on 25 February 2021, and No. 3/2022 on 25 February 2022, respectively, can be summarized as follows

Related person/ juristic person	Relationship	Transaction
1. Krungthai Bank Public Company Limited	• The company and Krungthai Bank Public Company Limited have a common major shareholder which is the Financial Institution Development Fund (Development Fund). As of 31 December 2021, the Development Fund holds 45.8%, shares in the Company and holds shares of Krungthai Bank Public company Limited at 55.1%	**1.1 Short term loans-related transaction** • Issued bond and loan - Beginning - Increase - Decrease - End • Interest payable **1.2 Debenture-related transaction** • Debenture - Beginning - Increase - Decrease - End • Interest payable • Accrued interest

Transaction value (million baht)			
Year ending as of 31 Dec 2020	Year ending as of 31 Dec 2021	Necessity and Rationale	Opinions of the audit committee
-	-	● As of 31 December 2020, the company had short-term loans with Krungthai Bank Public Company Limited for 500.0 million Baht to manage the liquidity of the Company. Such loan's interest is at the money market rate. However, the company canceled such short-term loans for 14,067,825.00 Baht on 7 September 2021.	● Such transaction was financially aided by the Company with interest rate and general loan conditions as if it was borrowing from another financial institution, which is not a related person. ● The audit committee considered it and realized that such transaction was suitable and reasonable.
3,750.0	-		
(3,750.0)	-		
-	-		
4.6	-		
229.6	1,093.0	● The company offered debentures to institutional investors and/or High Net Worth Investors to manage liquidity of the company. They were non-subordinated debentures with identification of the holders' name, without security, an agent for the debenture holders. The debenture issuer had rights to redeem the debentures before due (depending on type of debenture)	● Such a transaction was a financial aid program of the Company. The offer price and interest rate of debentures were the same offer price and interest rate as the Company offered to other subscribers who were third parties. ● The audit committee considered it and realized that such transaction was suitable and reasonable.
1,725.0	745.8		
(861.6)	(985.0)		
1,093.0	853.8		
22.2	23.0		
0.3	10.6		
		● As of 31 December 2021, Krungthai Bank Public Company Limited held debentures for 853,800 units, with a par value of 1,000 Baht as follows ▪ No.1/2017 on 23 June 2017 - 3rd serie, 5-year term with Maturity Date on 23 June 2022, and fixed interest rate at 3.41% per year, for 8,000 units - 4th serie: 7-year term, with Maturity Date on 23 June 2024, and fixed interest rate at 3.64% per year, for 50,000 units	

Related person/ juristic person	Relationship	Transaction
		1.3 Transaction about Non-performing asset's purchase – paid by the debt instrument • Promissory notes - Beginning - Increase - Decrease - End • Interest payable • Deferred interest expense

Transaction value (million baht)			
Year ending as of 31 Dec 2020	Year ending as of 31 Dec 2021	Necessity and Rationale	Opinions of the audit committee
		▪ No. 2/2017 on 8 September 2017 - 3rd serie, 6-year term, with Maturity Date on 8 September 2023 and fixed interest rate at 3.44% per year, for 195,000 units ▪ No. 1/2019, on 18 June 2019 - 2nd serie, 3-year term, with Maturity Date on 18 July 2022, and fixed interest rate at 2.45% per year for 305,000 units - 3rd Serie, 5-year term, with maturity date on 18 July 2024, and fixed interest rate at 2.90% per year for 175,000 units. ▪ No. 1/2021, on 9 April 2021 - 1st Serie, 1-year term, with maturity date on 9 April 2022, and fixed interest rate at 1.40% per year for 20,800 units. - 3rd Serie, 3-year term, with maturity date on 9 April 2024, and fixed interest rate at 2.11% per year for 100,000 units.	
1,428.2 1,199.7 (117.3) 2,510.6 60.6 241.6	2,510.6 6.0 (64.3) 2,452.3 66.8 175.4	● As of 31 December 2021, the company issued a promissory note given to Krungthai Bank Public Company Limited to pay for the non-performing asset's purchase price. Such promissory note was subject to no interest payable per the agreement on non-performing asset sale and purchase dated 9 October 2006 that the Company signed with 18 financial institutions and asset management companies.	● Such transaction was a normal business transaction of the company with conditions according to the agreement on non-performing asset sale and purchase dated 9 October 2006 that the Company cosigned with 18 financial institutions and asset management companies, with the conditions as if it was made with another financial institution under the same agreement. ● The audit committee considered it and realized that such transaction was suitable and reasonable.

Related person/ juristic person	Relationship	Transaction
		1.4 Transaction about deposits at the financial institutions • Financial institution's deposit • Interest receivable • Accrued interest receivable **1.5 Transaction About rental** • Rental revenue • Rental deposit
2. Krungthai AXA Life Insurance Public company Limited	• The company and Krungthai Bank Public Company Limited have a common major shareholder which is the Financial Institution Development Fund (FIDF). As of 31 December 2021, FIDF held 45.8% shares in the company and indirectly held shares in Krungthai-AXA Life Insurance Public Company Limited for 27.5% (FIDF holds shares in Krungthai Bank Public Company Limited for 55.1% and Krungthai Bank Public company Limited holds shares in Krungthai-AXA Life Insurance Public company Limited for 50.0%.)	**2.1 Debenture – related transaction** • Debenture - Beginning - Increase - Decrease - End • Interest payable • Accrued interest payable

Transaction value (million baht)			
Year ending as of 31 Dec 2020	Year ending as of 31 Dec 2021	Necessity and Rationale	Opinions of the audit committee
30.0 0.1 0.0	43.3 0.1 0.0	● The company had savings and current deposits with Krungthai Bank Public Company Limited for cash management	● Such transaction was a normal business supporting transaction of the company with a general deposit interest rate as if it had deposits with another unrelated financial institution. ● The audit committee considered it and realized that such transaction was suitable and reasonable.
0.1 0.0	0.1 0.0	● The company partially leased the area in front of the head office to Krungthai Bank Public company Limited to install a cash deposit machine according to the lease agreement dated 28 April 2017, and the renewed issue, dated 29 April 2021 with 1-year term.(from 1 May 2021 to 30 April 2022) ● The company partially leased the area in front of the Yala Office to Krungthai Bank Public Company Limited to install a cash deposit machine according to the lease agreement, dated 28 December 2018, and the renewed issue, dated 4 December 2020, with 1-year term. (from 1 January 2021 to 31 December 2021)	● Such transaction was a normal business supporting transaction of the company, with rental rate and terms of payment as if it was made with a third party. ● The audit committee considered it and realized that such transaction was suitable and reasonable.
749.2 1,528.0 (52.7) 2,224.5 58.1 16.6	2,224.5 171.6 (86.1) 2,310.0 77.3 18.1	● The company offered debentures to institutional investors and/or major investors to manage liquidity of the Company. It is unsecured, non-subordinated debenture with identification of holder's name and without an agent of the holders. The debenture issuer has the right to redeem debentures before falling due. (depending on each serie of debenture)	● Such transaction was a financially aided transaction of the Company. The offer price and interest rate of the debentures was the same offer price and interest rate as the Company did with other subscribers who were third parties. ● The audit committee considered it and realized that such transaction was suitable and reasonable.

Related person/ juristic person	Relationship	Transaction

Transaction value (million baht)			
Year ending as of 31 Dec 2020	Year ending as of 31 Dec 2021	Necessity and Rationale	Opinions of the audit committee
		● As of 31 December 2021, Krungthai-AXA Life Insurance Public Company Limited held debentures for 2,310,000 units with par value of 1,000 Baht ▪ No. 2/2017 on 8 September 2017 - 5th serie, 10-year term, with Maturity Date on 8 September 2027, and fixed interest rate at 3.91% per year, for 120,000 units. ▪ No. 1/2018 on 21 June 2018 - 3rd serie, 7-year term, with Maturity Date on 21 June 2025, and fixed interest rate at 3.88% per year, for 100,000 units - 4th serie, 10-year term, with Maturity Date on 21 June 2028, and fixed interest rate at 4.30% per year, for 500,000 units ▪ No. 1/2019, on 18 July 2019 - 4th serie, 10-year term, with Maturity Date on 18 July 2029, and fixed interest rate at 3.60% per year for 670,000 units. ▪ No. 1/2520 on 5 November 2020 - 1st serie, 2-year and 6 month term, with Maturity Date on 5 May 2023 and fixed interest rate at 2.83% per year for 750,000 units. ▪ No. 1/2021, on 9 April 2021 - 6th Serie, 9-year term, with Maturity Date on 9 April 2030, and fixed interest rate at 3.79% per year for 170,000 units.	

Related person/ juristic person	Relationship	Transaction
3. Krungthai Panich Insurance Public Company Limited	• The Company and Krungthai Bank Public Company Limited have a common major shareholder which is the Financial Institution Development Fund. As of 31 December 2021, FIDF held 45.8%, shares in the company and indirectly held shares in Krungthai Panich Insurance Public Company Limited for 24.8% (FIDF holds 55.1%, shares in Krungthai Bank Public Company Limited for and Krungthai Bank Public Company Limited holds shares in Krungthai Panich Insurance Public Company Limited for 45.0%)	**4.1 Debenture – related transaction** • Debenture - Beginning - Increase - Decrease - End • Interest payable • Accrued interest payable
4. Mr. Somkiat Sirichatchai	Executive's brother	**4.1 Debenture – related transaction** • Debenture - Beginning - Increase - Decrease - End • Interest payable • Accrued interest payable

Transaction value (million baht)			
Year ending as of 31 Dec 2020	Year ending as of 31 Dec 2021	Necessity and Rationale	Opinions of the audit committee
30.0 45.0 - 75.0 0.8 0.1	75.0 10.0 (30.0) 55.0 2.1 0.3	● The company offered debentures to institutional investors and/or major investors to manage liquidity of the Company. It is unsecured, non-subordinated debenture with identification of holder's name and without an agent of the holders. The debenture issuer has the right to redeem debentures before falling due. (depending on each serie of debenture) ● As of 31 December 2021, Krungthai Panich Insurance Public Company Limited held debentures for 55,000 units, with par value of 1,000 Baht. ▪ No. 1/2017 on 23 June 2017 - 4th serie, 7-year term with Maturity Date on 23 June 2024, and fixed interest rate at 3.64% per year, for 30,000 units. ▪ No. 2/2017 on 8 September 2017 - 4th serie, 8-year term with Maturity Date on 8 September 2025, and fixed interest rate at 3.73% per year for 25,000 units	● Such transaction was a financially aided transaction of the Company. The offer price and interest rate of the debentures was the same offer price and interest rate as the Company did with other subscribers who were third parties ● The audit committee considered it and realized that such transaction was suitable and reasonable.
- 10.0 - 10.0 0.2 0.1	10.0 10.0 - 20.0 0.6 0.1	● The company offered debentures to institutional investors and/or major investors to manage liquidity of the Company. It is unsecured, non-subordinated debenture with identification of holder's name and without an agent of the holders. The debenture issuer has the right to redeem debentures before falling due. (depending on each serie of debenture)	● Such transaction was financially aided transaction of the Company. The offer price and interest rate of the debentures was the same offer price and interest rate as the Company did with other subscribers who were third parties. ● The audit committee considered it and realized that such transaction was suitable and reasonable

Related person/ juristic person	Relationship	Transaction
5. Mr. Chanint Sirichatchai	Executive's father	**5.1 Debenture – related transaction** • Debenture - Beginning - Increase - Decrease - End • Interest payable • Accrued interest payable

Transaction value (million baht)			
Year ending as of 31 Dec 2020	Year ending as of 31 Dec 2021	Necessity and Rationale	Opinions of the audit committee
		● As of 31 December 2020, Mr. Somkiat Sirichatchai held debentures for 10,000 units, with par value of 1,000 Baht as follows ▪ No. 1/2017 on 23 June 2017 - 3rd serie, 5-year term with maturity date on 23 June 2022 and fixed interest rate at 3.41% per year for 5,000 units ▪ No. 2/2017 on 08 September 2017 - 3rd serie, 6-year term with maturity date on 8 September 2023 and fixed interest rate at 3.44% per year for 5,000 units. ▪ No. 1/2021, on 9 April 2021 - 4th Serie, 5-year term with maturity date on 9 April 2026 and fixed interest rate at 3.05% per year for 10,000 units.	
- 3.0 - 3.0 0.0 0.0	3.0 5.0 - 8.0 0.2 0.1	● The company offered debentures to institutional investors and/or major investors to manage liquidity of the Company. It is unsecured, non-subordinated debenture with identification of holder's name and without an agent of the holders. The debenture issuer has the right to redeem debentures before falling due. (depending on each serie of debenture) ● As of 31 December 2021, Mr. Chanin Sirichatchai held debentures for 8,000 units with a par value of 1,000 Baht as follows	● Such transaction was a financially aided transaction of the Company. The offer price and interest rate of the debentures was the same offer price and interest rate as the Company did with other subscribers who were third parties. ● The audit committee considered it and realized that such transaction was suitable and reasonable.

Related person/ juristic person	Relationship	Transaction
6. Mr. Weeravej Sirichatchai	Executive	6.1 **Transaction about non-performing asset distribution** • Sale price of non-performing asset

Transaction value (million baht)			
Year ending as of 31 Dec 2020	Year ending as of 31 Dec 2021	Necessity and Rationale	Opinions of the audit committee
		▪ No. 1/2020 on 5 November 2020 - 2nd serie, 5-year term with maturity date on 5 November 2025 and fixed interest rate at 3.41% per year, for 3,000 units. ▪ No. 1/2021, on 9 April 2021 - 4th serie, 5-year term with maturity date on 9 April 2026 and fixed interest rate at 3.05% per year, for 5,000 units.	
2.2		● The Company sold the land and premises in Mueang Nakhonratchasima District, Nakhonratchasima Province, with space of 0-0-60 Rai, at a price of 2,200,000 Baht to Mr. Veerawet Sirichatchai. The asset management committee meeting No. 46/2020 had a resolution to approve such land and premise sale. For such property sale offer, Mr. Veerawet Sirichatchai did not desire to be granted privileges as well as any sales promotion. Mr. Veerawat Sirichatchai lodged a deposit payment for such property sale in the amount of 660,000 Baht, on the sale and purchase agreement date on 12 November 2020 and paid the remaining property's price for 1,540,000 Baht on 26 December 2020.	● Such transaction was a normal business transaction of the Company under normal trading conditions and approval of management without considering size of the transaction according to the company's transaction policies. ● The audit committee considered it and realized that such transaction was suitable and reasonable.

Necessity and reasonableness of related party transactions

The Audit Committee Meetings No. 2/2020 on February 27, 2020 and No. 4/2021 on February 25, 2021 considered the Company's related party transactions conducted in the fiscal years ended December 31, 2019 and December 31, 2020 respectively, along with request for information from the Company's management and review of information presented in notes to the consolidated financial statements audited or reviewed by the Company's auditor, and then was of the opinion that the Company's related party transactions in the fiscal years ended December 31, 2019 and December 31, 2020 were conducted in the usual course of business operation of the Company and in conformity with the same commercial terms as those an ordinary person would agree with any unrelated counterparty under similar circumstances, on the basis of commercial negotiation and without any influence resulting from the status of the counterparty as a person with a possible conflict (arm's length basis).

Measures or procedures for approval of related party transactions

The Board of Directors' Meeting No. 11/2018 on June 19, 2018 considered and approved the policy and procedures for related party transactions to ensure that the transactions between the Company's group and other individual or juristic persons that may have a conflict would be conducted transparently and also to protect the Company's interest, the details of which are as follows:

The entry into related party transactions or connected transactions of the Company shall be in line with the regulations prescribed in the law governing securities and exchange, the Notification of the Capital Market Supervisory Board Re: Rules on Connected Transactions, the Notification of the SET Board of Governors Re: Disclosure of Information and Other Acts of Listed Companies Concerning the Connected Transactions, and other relevant regulations of the Office of the SEC and/or the SET, and shall also comply with the rules on disclosure of related party transactions in notes to the financial statements audited by the Company's auditor and the annual registration statement (Form 56-1).

In principle, the management can approve the entry into any such transactions, provided that such transactions have the same commercial terms as those an ordinary person would agree with any unrelated counterparty under similar circumstances, on the basis of commercial negotiation and without any influence resulting from the status of the director, executive or related person, and the Company shall prepare a summary report on such transactions for presenting to the following Board of Directors' meeting.

In the case where it is required by law that the Company must obtain approval from the Board of Directors' meeting or the shareholders' meeting prior to entering into any connected transaction, the Company will arrange for the Audit Committee to consider and give opinion on such transaction. The opinion of the Audit Committee will be presented to the Board of Directors' meeting or the shareholders' meeting, as the case may be, to ensure that the entry into the transaction as proposed will be in the best interest of the Company.

In the case where there is any related party transaction between the Company and the person who may have a conflict of interest or has an interest or may have a conflict of interest in the future, the Audit Committee will give opinion regarding necessity of the entry into such transaction and appropriateness of price of the transaction based on the terms and conditions that must conform with the usual course of business operation in the industry and also

on the comparison with price from a third party or market price. If the Audit Committee has no expertise in consideration of the related party transaction that may take place, the Company will engage either an independent expert or the Company's auditor to provide opinion on such related party transaction to be a basis for decision-making by the Board of Directors, the Audit Committee or the shareholders, as the case may be. In any case, the directors or shareholders who have an interest therein will not be entitled to cast votes on such transaction. Information on the related party transactions will be disclosed in notes to the financial statements audited or reviewed by the Company's auditor.

Policy or trend of related party transactions in the future

In entering into transactions with the related persons, connected transactions or related party transactions between the Company's group and the persons who may have a conflict of interest or have an interest or may have a conflict of interest in the future, the Company will comply with the applicable regulations of the Securities and Exchange Commission, the Capital Market Supervisory Board, the Office of the SEC and the SET.

If the Company intends to enter into transactions with the related persons, connected transactions or related party transactions between the Company's group and the persons who may have a conflict of interest or have an interest or may have a conflict of interest in the future, the Company will strictly comply with the policy and procdures mentioned above. The Audit Committee will provide a guideline on consideration of necessity of the transactions to the Company's operation, comparison of price with the similar transactions entered into with the third parties (if any), and consideration on significance of the transaction size.

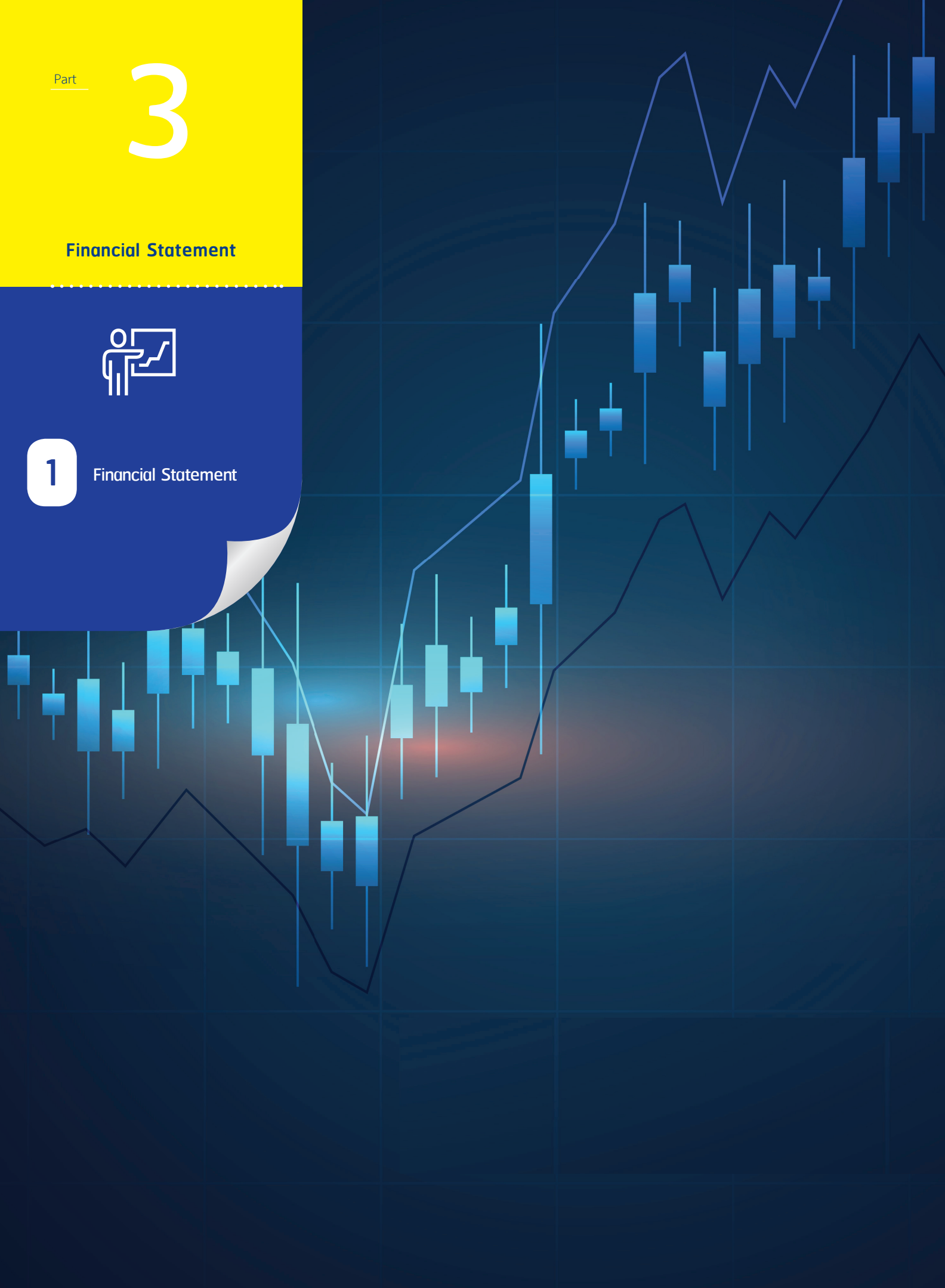
Nonetheless, if it enters into any related party transaction, the Company will arrange for the Audit Committee to provide opinion on the appropriateness of such transaction. In the case where the Audit Committee has no expertise in consideration of the related party transaction that has taken place, the Company will engage the person who has the specialized knowledge or expertise such as the independent auditor or property appraiser to provide opinion on such related party transaction. The opinion given by the Audit Committee or the person who has the specialized knowledge or expertise will be used as a basis for decision-making by the Board of Directors or the shareholders, as the case may be, to ensure that the entry into such transaction does not constitute a transfer or syphoning of benefits between the Company or its shareholders, but that it is the transaction conducted by the Company by taking the utmost benefit of all shareholders into account.

Part

3

Financial Statement

1 Financial Statement



Report of the Committee's Responsibility for Financial Reports

The management has prepared the financial statements for the year ended 31 December 2021 in accordance with generally accepted accounting standards. The Company has chosen the appropriate policy and adhered to it regularly as well as being sensible and using careful discretion in the preparation of financial statements. In addition, essential information is adequately disclosed in the notes to the financial statements.

The Board of Directors is aware of their responsibility to ensure the efficiency of the financial report. The Board has appointed an audit committee which consists of qualified persons to be responsible for the quality of financial reports to ensure their completeness and accuracy. The suitable policies have been applied and adhered to regularly as well as reviewed to ensure that the company has an adequate and proper internal control system. The Committee also jointly assessed the Company's risks to prevent or mitigate the risks that may arise from materially fraudulent or significantly unusual conduct and enough to maintain the Company's assets.

From the above practice and supervision, the Board of Directors is of the opinion that the financial statements of the Bangkok Commercial Asset Management Public Company Limited as of December 31, 2021 can accurately and reliably show the financial status and operating results in accordance with Thai Financial Reporting Standards and comply with the law and related regulations.



(Mrs. Tongurai Limpiti)
Chairman



(Mr. Bundit Anantamongkol)
Chief Executive Officer

Independent Auditor's Report

To the Shareholders of Bangkok Commercial Asset Management Public Company Limited

I have audited the accompanying financial statements of Bangkok Commercial Asset Management Public Company Limited ("the Company"), which comprise the statement of financial position as at 31 December 2021, and the related statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Bangkok Commercial Asset Management Public Company Limited as at 31 December 2021, and its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Company in accordance with the Code of Ethics for Professional Accountants as issued by the Federation of Accounting Professions as relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matters

I draw attention to Note 1.2 to the financial statements regarding the COVID-19 pandemic which is impacting various business and industries both directly and indirectly. This situation could create uncertainties and may be affect the Company's business activities in terms of the receivables' ability to make payment. This may impact the Company's operating results and cash flows in the future. My conclusion is not modified in respect of these matters.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond to each matter are described below.

Recognition of interest income from loans purchased of receivables

The Company's policy on recognition of interest income from loans purchased of receivables is discussed in Note 4.1 to the financial statements. The Company recognised Baht 9,369 million interest income from loans purchased of receivables in 2021, accounting for 70 percent of the total income, and thus it is considered the Company's main source of income. I addressed the recognition of interest income from loans purchased of receivables as a key audit matter because the calculation of the credit-adjusted effective interest rate used in interest recognition requires management to exercise judgement in determining the assumptions to be used in cashflow estimates and the expected life of each debtor, as well as the development of the model for each group of debtors with similar characteristics. In addition, the recognition of interest income from loans purchased of receivables which was generated from various transactions and a large number of customers, is substantially dependent on data processed by information technology systems.

I obtained an understanding of, assessed and tested on a sampling basis the effectiveness of the internal controls relevant to the recognition of interest income, collection processes, the internal controls over the relevant information technology systems, by inquiring of management to gain an understanding of assessing the methods applied by management in recognition of interest income, evaluated the appropriateness of basis applied in the determination of the cash inflow estimates and the credit-adjusted effective interest rate. I tested, on a sampling basis, the effectiveness of the calculation of the credit-adjusted effective interest rate, as well as reviewed whether the calculation of the cash inflow estimates and the expected life of each debtor were consistent with the model. In addition, I tested the accuracy of the data used in the model on a sampling basis, evaluated of the appropriateness of other factors that affect the cashflow estimates, reviewed of the accounting records, and performed the cut-off procedure to test whether interest income was recognised in a proper period. Moreover, I performed analytical procedures on interest income and tested, on a sampling basis, significant adjustments made through journal vouchers.

Expected credit loss of loans purchased of receivables

As discussed in Note 10.1 to the financial statements, the Company has loans purchased of receivables and accrued interest receivables of Baht 91,256 million and allowance for expected credit loss of Baht 17,850 million (accounting for 58 percent of total assets). These amount are therefore considered substantially significant. The recording of an allowance for expected credit loss requires the development of a model for complex computations. Development of the model requires management to exercise a high degree of judgement. Because of the materiality and the degree of judgement and estimates as mentioned above, I addressed the adequacy of the allowance for expected credit loss for loans purchased of receivables as a key audit matter.

I gained an understanding of the assumptions applied in the development of the model, taking into account and evaluating the decision-making process of the model, and reviewed the supporting documentation for model development. I tested, on a sampling basis, the accuracy of the data used in the development of the model and assessed the calculation method and assumptions, the reasonableness of the model, the recording of the allowance for credit loss account, the recording of collateral value, and tested relevant internal controls over the collection process and relevant information technology systems. In addition, I tested the adequacy of the allowance for expected credit losses as at the period-end date by testing, on a sampling basis, the accuracy of the data used in the calculation, the classification of receivables, the collateral value, and the estimates of cash flows and expected lives, including tested the completeness of the data used in the calculation and computation of the allowance for expected credit loss.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Company, but does not include the financial statements and my auditor's report thereon. The annual report of the Company is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Company, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

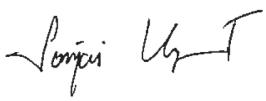
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances. I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.



Somjai Khunapasut
Certified Public Accountant (Thailand) No. 4499

EY Office Limited
Bangkok: 25 February 2022

Bangkok Commercial Asset Management Public Company Limited

Statement of financial position

As at 31 December 2021

(Unit: Thousand Baht)

	Notes	31 December 2021	31 December 2020
Assets			
Cash		98,799	4,908
Interbank and money market items - deposits at financial institutions	*8*	3,334,159	7,708,047
Investments - net	*9*	469,735	451,304
Loans purchased of receivables and accrued interest receivables - net	*10*	73,406,182	77,726,383
Installment sale receivables and accrued interest receivables - net	*11*	832,567	728,194
Properties for sale - net	*12*	29,666,344	28,078,238
Premises and equipment - net	*13*	1,155,355	1,173,628
Right-of-use assets - net	*14*	8,121	16,400
Intangible assets - net	*15*	94,183	20,180
Deferred tax assets	*16*	5,539,602	5,379,566
Accrued income from auction sale	*17*	10,251,536	9,800,782
Advance for expenses on asset acquisition and others	*18*	894,287	830,202
Other assets	*19*	153,131	151,791
Total assets		125,904,001	132,069,623

The accompanying notes are an integral part of the financial statements.

Bangkok Commercial Asset Management Public Company Limited

Statement of financial position (continued)

As at 31 December 2021

(Unit: Thousand Baht)

	Notes	31 December 2021	31 December 2020
Liabilities and equity			
Liabilities			
Debts issued and borrowings	*22*	80,153,661	87,420,983
Provisions	*23*	987,028	986,952
Accrued interest payables		553,122	518,189
Lease liabilities		1,362	13,831
Tax payables		707,338	323,247
Accrued expenses		388,262	279,774
Financial institutions creditors for loan purchased		-	370,231
Other liabilities	*24*	357,636	359,383
Total liabilities		83,148,409	90,272,590
Equity			
Share capital			
Registered			
3,245,000,000 ordinary shares of Baht 5 each	*25*	16,225,000	16,225,000
Issued and paid-up			
3,232,042,300 ordinary shares of Baht 5 each		16,160,212	16,160,212
Share premium	*25*	6,044,227	6,044,227
Other components of equity - surplus on changes in value of investments	*9.3*	255,161	240,415
Retained earnings			
Appropriated - statutory reserve	*26*	1,622,500	1,622,500
Unappropriated		18,673,492	17,729,679
Total equity		42,755,592	41,797,033
Total liabilities and equity		125,904,001	132,069,623
		-	-

The accompanying notes are an integral part of the financial statements.

(Mr. Bunyong Visatemongkolchai)
Chairman of Executive Board

(Mr. Bundit Anantamongkol)
Chief Executive Officer

Bangkok Commercial Asset Management Public Company Limited

Statement of comprehensive income

For the year ended 31 December 2021

(Unit: Thousand Baht except earnings per share expressed in Baht)

	Notes	2021	2020
Profit or loss:			
Interest income	*28*	9,569,177	9,946,371
Interest expenses	*29*	2,558,758	2,391,092
Interest income - net		7,010,419	7,555,279
Gain on sale of properties for sale		2,963,170	1,997,927
Gain on installment sales		689,897	403,798
Other operating income		83,989	78,930
Total operating income		10,747,475	10,035,934
Other operating expenses			
Employee expenses		1,598,814	1,528,361
Directors' remunerations		12,676	12,575
Premises and equipment expenses		200,690	216,729
Taxes and duties		531,052	457,365
Impairment loss on properties for sale (reversal)		21,421	(10,355)
Properties for sale expenses		135,976	124,169
Other expenses		225,986	312,193
Total other operating expenses		2,726,615	2,641,037
Expected credit loss	*30*	4,765,029	5,199,147
Profits from operation before income tax expenses		3,255,831	2,195,750
Income tax expenses	*16*	(655,616)	(355,128)
Profit for the year		2,600,215	1,840,622

The accompanying notes are an integral part of the financial statements.

Bangkok Commercial Asset Management Public Company Limited

Statement of comprehensive income (continued)

For the year ended 31 December 2021

(Unit: Thousand Baht except earnings per share expressed in Baht)

	Notes	2021	2020
Other comprehensive income:			
Items not to be reclassified to profit or loss in subsequent periods			
Gain (loss) on revaluation of investments in equity instruments designated to be measured at fair value through other comprehensive income		18,432	(20,041)
Actuarial gain on defined benefit plan		-	57,855
Related income tax	*16*	(3,686)	(7,563)
Other comprehensive income for the year		14,746	30,251
Total comprehensive income for the year		2,614,961	1,870,873
Earnings per share	*31*		
Basic earnings per share (Baht per share)		0.80	0.57
Weighted average number of ordinary shares (Thousand shares)		3,232,042	3,222,554

The accompanying notes are an integral part of the financial statements.

Bangkok Commercial Asset Management Public Company Limited

Statement of changes in equity

For the year ended 31 December 2021

(Unit: Thousand Baht)

	Issued and paid-up share capital	Share premium	Other components of equity - surplus on changes in value of investments	Retained Earnings		Total
				Appropriated - statutory reserve	Unappropriated	
Balance as at 1 January 2020	15,075,000	3,399,426	256,943	1,622,500	19,235,843	39,589,712
Profit for the year	-	-	-	-	1,840,622	1,840,622
Other comprehensive income for the year (loss)	-	-	(16,033)	-	46,284	30,251
Total other comprehensive income for the year (loss)	-	-	(16,033)	-	1,886,906	1,870,873
Gain on disposal of investment in equity instruments which recognised in retained earnings	-	-	(495)	-	495	-
Dividend paid (Note 32)	-	-	-	-	(3,393,565)	(3,393,565)
Increase in shares capital (Note 25)	1,085,212	2,644,801	-	-	-	3,730,013
Balance as at 31 December 2020	16,160,212	6,044,227	240,415	1,622,500	17,729,679	41,797,033
Balance as at 1 January 2021	16,160,212	6,044,227	240,415	1,622,500	17,729,679	41,797,033
Profit for the year	-	-	-	-	2,600,215	2,600,215
Other comprehensive income for the year	-	-	14,746	-	-	14,746
Total other comprehensive income for the year	-	-	14,746	-	2,600,215	2,614,961
Dividend paid (Note 32)	-	-	-	-	(1,656,402)	(1,656,402)
Balance as at 31 December 2021	16,160,212	6,044,227	255,161	1,622,500	18,673,492	42,755,592
						-

The accompanying notes are an integral part of the financial statements.

Bangkok Commercial Asset Management Public Company Limited

Statement of cash flows

For the year ended 31 December 2021

(Unit: Thousand Baht)

	2021	2020
Cash flows from operating activities		
Profit from operating before income tax expenses	3,255,831	2,195,750
Adjustments to reconcile profit from operating before income tax		
to net cash provided by (paid from) operating activities		
Depreciation and amortisation	141,627	144,389
Decrease in prepaid expenses	129,043	126,822
Decrease (Increase) in accrued income	1,335	1,216
Decrease in revenue received in advance	(3,868)	(3,998)
Increase (decrease) in accrued expenses	108,488	(458,815)
Provision for loss from litigation	789	455
Provision for long-term employee benefits	70,703	73,463
Gain on sales of premises and equipment	(16,589)	(3,430)
Increase in expected credit loss	4,765,029	5,199,147
Impairment loss on properties for sale (reversal)	21,421	(10,355)
Reversal of provision for reinstatement cost	(86)	-
	8,473,723	7,264,644
Net interest income	(7,010,419)	(7,555,279)
Net dividend income	(14,338)	(25,924)
Cash received from interest	3,848,985	3,459,215
Cash received from dividend	25,773	37,861
Cash paid on interest	(2,523,669)	(2,376,825)
Cash paid on income tax expenses	(430,517)	(743,670)
Gain from operating activities before changes in operating		
assets and liabilities	2,369,538	60,022
(Increase) decrease in operating assets		
Loans purchased of receivables	(167,276)	(2,481,659)
Installment sale receivables	(105,671)	(78,579)
Properties for sale	3,123,312	1,881,093
Accrued income from auction sale	699,296	901,941
Advance for expenses on asset acquisition and others	(67,885)	49,015
Other assets	(540,695)	(95,057)
Increase (decrease) in operating liabilities		
Long-term employee benefits	(71,370)	(81,532)
Other liabilities	109,595	(124,326)
Net cash flows from operating activities	5,348,844	30,918

Bangkok Commercial Asset Management Public Company Limited

Statement of cash flows (continued)

For the year ended 31 December 2021

(Unit: Thousand Baht)

	2021	2020
Cash flows from investing activities		
Cash received from sales of investments in securities	-	1,296
Cash received from sales of investments measured at amortised cost	-	2,573,483
Cash paid for acquisition of investments measured at amortised cost	-	(2,572,923)
Cash received from sales of premises and equipment	16,589	3,430
Cash paid for acquisition of premises and equipment	(106,188)	(82,258)
Cash paid for acquisition of intangible assets	(78,645)	(3,719)
Net cash flows used in investing activities	(168,244)	(80,691)
Cash flows from financing activities		
Cash received from debts issued and borrowings	16,200,000	51,050,000
Cash paid for repayment of debts issued and borrowings	(23,982,921)	(44,981,070)
Cash paid for debt issuance fee	(2,864)	(14,413)
Cash received from ordinary shares issued	-	3,798,240
Cash paid for ordinary shares issued	-	(66,469)
Cash paid for dividend to shareholders	(1,656,402)	(3,393,565)
Cash paid for lease liabilities	(17,576)	(14,381)
Net cash flows (used in) from financing activities	(9,459,763)	6,378,342
Net increase (decrease) in cash and cash equivalents	(4,279,163)	6,328,569
Cash and cash equivalents at beginning of year	7,708,380	1,379,811
Cash and cash equivalents at end of year (Note 7)	3,429,217	7,708,380
Additional cash flows information		
Non-cash items		
Acquisition of loans purchased of receivables	420,609	4,933,325
Acquisition of properties for sale	6,016	1,208,573
Acquisition of premises and equipment	2,136	4,449
Acquisition of intangible assets	6,643	6,105
Properties for sale transferred from loans purchased of receivables	4,726,823	4,846,890
Disposal of properties for sale by installments	368,119	433,892
Increase in right-of-use assets/leased liabilities	4,952	41,443

The accompanying notes are an integral part of the financial statements.

Bangkok Commercial Asset Management Public Company Limited
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Bangkok Commercial Asset Management Public Company Limited
Notes to financial statements
For the year ended 31 December 2021

1. General information

1.1 Corporate information

Bangkok Commercial Asset Management Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. The Company's major shareholder is the Financial Institutions Development Fund (FIDF), holding 45.79 percent of registered and paid-up share capital. The Company's business is the purchase or transfer of non-performing loans (NPLs) and non-performing assets (NPAs) for management or for further disposal or transfer. The Company's registered office is located at 99 Surasak Road, Silom, Bang Rak, Bangkok. The Company has 25 branches.

1.2 Coronavirus disease 2019 pandemic

The Coronavirus disease 2019 pandemic is causing an impacting various businesses and industries both directly and indirectly. This situation could create uncertainties and may be impacting the Company's business activities in term of the repayment capability of the receivables. This may impact the Company's operating results, and cash flows in the future, which the impact cannot be reasonably estimated at this stage. However, the Company's management has continuously monitored the ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities. Therefore, the Company's management has used estimate and judgement in various matter in order to continuously assess the impact as the situation has evolved.

2. Basis for preparation of financial statements

The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Bank of Thailand ("BOT") Notification No. Sor Nor Sor 21/2561, dated 31 October 2018, regarding "Preparation and Announcement of Financial Statements of Commercial Banks and Parent Companies of Financial Holding Groups"

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the financial statements in Thai language.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in accounting policies.

3. Financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Company has adopted the revised financial reporting standards and interpretations which are effective for fiscal year beginning on or after 1 January 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Company's financial statements.

3.2 Financial reporting standards that became effective for fiscal year beginning on or after 1 January 2022

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal year beginning on or after 1 January 2022. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and, for some standards, providing temporary reliefs or temporary exemptions for users.

The management of the Company believes that adoption of these amendments will not have any significant impact on the Company's financial statements.

3.3 Accounting Guidance on the Guidelines Regarding the Provision of Financial Assistance to Debtors Affected by COVID-19 that will become effective for fiscal year beginning on or after 1 January 2022

The Federation of Accounting Professions announced Accounting Guidance on the Guidelines Regarding the Provision of Financial Assistance to Debtors Affected by COVID-19. Its objectives are to provide temporary relief measures and an alternative for all entities providing assistance to debtors in accordance with the measures to assist debtors specified in the circular of the BOT No. BOT.RPD2.C. 802/2564 "Guidelines regarding the provision of financial assistance to debtors affected by COVID-19 (sustainable debt resolution)" or any other measures announced by the BOT. Such entities include credit card business, business providing loans secured against vehicle registrations, personal loan business under the supervision of the BOT and certain entities not under the supervision of the BOT, such as leasing, hire-purchase, motorcycle hire-purchase and factoring businesses.

The accounting guidance is effective for entities that provide assistance to debtors impacted by COVID-19 during the period from 1 January 2022 to 31 December 2023 or until the BOT makes changes with which the entities are to comply. The guidance applies to the staging assessment and setting aside of provisions for qualified debtors, and covers all types of debtors, namely large debtors, small- and medium-sized debtors and retail debtors. Below are the details of the guidance.

a) In cases of debt restructuring for the purpose of reducing the debt burden of debtors that involve more than just extending the payment timeline, the applicable procedures are as follows:

- Loans that are not yet non-performing (Non-NPL) are immediately classified as loans with no significant increase in credit risk (Performing or Stage 1) without compliance monitoring, provided that the payment terms and conditions are clearly stated in the debt restructuring agreement and the debtor is considered able to comply with the debt restructuring agreement.
- Non-performing loans (NPL) are classified as performing loans or Stage 1 if the debtor is able to make payment in accordance with the debt restructuring agreement for 3 consecutive months or installments, whichever is the longer period.
- Additional loans provided to a debtor for use as additional working capital or to increase liquidity to enable the debtor to continue its business operations during the debt restructuring are classified as performing loans or Stage 1 if the debtor is considered able to comply with the debt restructuring agreement.

- Loans are classified as loans that there has been a significant increase in credit risk (Under-performing or Stage 2) only when principal or interest payments are more than 30 days past due or 1 month past due.
- A new effective interest rate is applied to determine the present value of loans that have been restructured if the debt restructuring causes the existing effective interest rate to no longer reflect the estimated cash inflows from the loan.

b) In cases of the debt restructuring involving only a payment timeline extension, an extension of payment period, a provision of grace period on principal and/or interest payments, a conversion of short-term debts into long-term debts, the applicable procedures are as follows:

- The staging assessment and setting aside of provisions are performed in accordance with the relevant financial reporting standards.
- The guidelines specified in the appendix of the circular of the BOT No. BOT.RPD2.C. 802/2564 relating to assessment of whether there has been a significant increase in credit risk are applied to assess whether a debtor is to move to under-performing stage or Stage 2.

c) Expected credit loss are determined based on the outstanding balance of the drawn down portion only.

d) For retail debtors and SME debtors who are in the process of debt restructuring and unable to complete the process by 31 December 2021 in accordance with guidelines specified in the circular of the BOT No. BOT.RPD2.C. 594/2564 "Guidelines regarding debt restructuring to assist debtors affected by COVID-19", classification of the debtors remains at the same stage as before restructuring until 31 March 2022 or until the BOT makes changes with which the entities are to comply.

For debtors whose debt is restructured between 1 January 2021 and 31 December 2021, in accordance with the above clauses no. a) and b), the guidelines on staging assessment and provisioning under this accounting guidance apply from 1 January 2022 to 31 December 2023. However, for the year 2021 entities can still apply the Accounting Guidance on Temporary Relief Measures for Entities Providing Assistance to Debtors Impacted by Situations That Affect the Thai Economy, according to the notification of the Federation of Accounting Professions No. 17/2563 dated 16 April 2020.

The management of the Company believes that adoption of these amendments will not have any significant impact on the Company's financial statements when the Company adopt this Accounting Guidance.

4. Significant accounting policies

4.1 Income recognition

a) Interest income on loans purchased of receivables

The Company has recognised interest on loans purchased of receivables based on the cost of the receivables, net of allowance for expected credit loss, using the credit-adjusted effective interest rate and on accrual basis.

The credit-adjusted effective interest rate is determined from the rate used in discounting the estimated future cash flows to be paid or received over the expected life of the financial asset to derive the amortised cost of financial assets that are purchased or originated credit-impaired. In estimating the net expected cash inflows, the reference is made to historical data on the actual cash inflows net of related expenses to develop a model, based on the assumption that the net expected cash inflows and the expected life of financial instruments with similar characteristics can be estimated reliably.

In cases where the cost and accrued interest receivables of an acquired non-performing loans (NPLs) have been fully amortised, but the Company still has the right to claim the payment from debtor under the contract. When such payments are received from a debtor, the Company recognises gain on loans purchased of receivables as an integral part of the interest income. If a debtor's assets were received as a result of an auction of collateral or a transfer of assets for debt settlement, the transferred assets were recorded at the bid price or the price agreed upon with the debtor and to be deducted from the principal of loans purchased of receivables and accrued interest receivables. If the value of the transferred assets exceeded the outstanding loans purchased of receivables, the excess amount was presented as revaluation of properties for sale so that the value of the asset recorded in the financial statements did not exceed the cost of the loans purchased of receivables. The Company records such transaction on the date when the Company receives of the transferred assets.

b) Interest income on installment sale receivables

The Company has recognised interest on installment sale receivables on an accrual basis throughout the contract period, based on the outstanding principal balance and using the effective interest rate (Effective interest method). The effective interest rate is the discount rate that estimates future cash flows over the expected life of financial instrument. The Company continues to recognise interest income on net carrying amount of installment sale receivables (the outstanding balance minus allowance for expected credit loss) that later become credit-impaired using the effective interest rate method. Subsequently, if such financial asset is no longer credit-impaired, the Company reverts to calculating interest income on a gross carrying amount.

The Company recognised gain on installment sale receivables when the aggregate amount of cash received (principal plus accrued interest receivables) from the debtor is greater than the cost of the properties for sale. The gain recognised is not to exceed the aggregate amount of the cash received.

c) Interest income from deposits at financial institutions

Interest income from deposits at financial institutions is recognised on an accrual basis and on a time proportion basis, taking into account the effective interest rate.

d) Interest and dividend income from investments

Interest on investments recognised as income on an accrual basis, taking into account the effective interest rate. Dividend income on investments is recognised when the right to receipt of dividend is established.

e) Gain (loss) on trading in securities

Gain (loss) on investments are recognised as income or expenses on the transaction date.

4.2 Expense recognition - Interest expenses

Interest expenses are recognised on an accrual basis, using the effective interest rate which included expenses incurred directly in generating the notes payable and loans. In cases where interest is already included in the notes payable, interest is recognised as deferred interest payable and will be amortised to expenses over the tenor of the notes.

4.3 Financial assets - Investments in securities

The Company classified investments in securities as financial assets - debt instruments and equity instruments, as follows:

Financial assets - Debt instruments

The Company classifies its financial assets - debt instruments as subsequently measured at amortised cost or fair value in accordance with the Company's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets, as follows:

a) Financial assets measured at amortised cost

Investments in debt instruments which both of the following conditions are met: the financial assets are held within a business model whose objective is to hold in order to collect contractual cash flows, and the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding. The Company classifies such assets as financial assets measured at amortised cost. These financial assets are initially recognised at fair value on trade date.

At the end of reporting period, investments in debt instruments measured at amortised cost are presented in the statement of financial position at amortised cost net of allowance for expected credit loss (if any).

b) Financial assets measured at fair value through other comprehensive income

Investments in debt instruments which both of the following conditions are met: the financial assets are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets, and the contractual terms of the financial assets represent contractual cash flows that are solely payments of principal and interest on the principal amount outstanding. The Company classified such assets as financial assets measured at fair value through other comprehensive income. These financial assets are initially recognised at fair value.

Subsequently to the initial recognition, unrealised gain or loss on changes in fair value are presented as a separate item in other comprehensive income. Expected credit loss is recognised in profit or loss

At the end of reporting period, investments in debt instruments measured at fair value through other comprehensive income are presented in the statement of financial position at fair value.

The Company does not classify any of its financial assets - debt instruments as financial asset measured at fair value through profit or loss.

Financial assets - Equity instruments

From the Company's investment policy, investments are not held for trading but for strategic purposes. Therefore, the Company classified investments in equity instruments as financial assets designated to be measured at fair value through other comprehensive income, with the irrevocable election made by the management. These financial assets are initially recognised at fair value.

Subsequently to the initial recognition, unrealised gain or loss on changes in fair value are recognised in other comprehensive income.

As the end of reporting period, investment in equity instruments designated to be measured at fair value through other comprehensive income are presented in the statement of financial position at fair value.

When investments are the result of debt restructuring or a transfer of assets for debt settlement, the Company records the cost of the investments based on the agreed price, provided this does not exceed the book value of the outstanding balance of loans purchased of receivables.

If the Company holds more than 20% or 50% of shares but does not have control or influence over those entities, the Company continues to classify the investments in those entities as investments in equity instruments and designated to be measured at fair value through other comprehensive income, and does not present such investments as investments in an associate or a subsidiary.

Gain or loss on disposals of investments/Income from investments

Gain or loss on disposal of investments are recognised in profit or loss on the trade date, except for gain or loss on disposal of investments in equity instruments designated to be measured at fair value through other comprehensive income, which are recognised in retained earnings, with no subsequently reclassified to profit or loss in the statement of comprehensive income.

In cases where there is partial disposal of investments, the book value per unit to be used in calculating the cost of disposed investments is determined on a weighted-average method.

Dividend income is recognised in profit or loss, and expected credit loss is recognised in profit or loss.

Fair value

The fair value of marketable securities is calculated based on the latest bid price of the last working day of the year as quoted on the Stock Exchange of Thailand. The fair value of non-marketable securities is calculated based on the dividend yield of the similar securities in the market or measured at book value of the latest financial statements. The fair value of government and state enterprise securities is calculated using the formula determined by the BOT, which is based on the yield rates quoted by the Thai Bond Market Association or other market or government bond yield rates adjusted with the appropriate risks depending on situation.

Changes in classification of investments in debt instruments

When there are changes in the Company's business model for management of financial assets, the Company has to reclassify investments in debt instruments and adjust the value of these investments to their fair value on the date of reclassification. Differences between the carrying value and fair value as of the reclassification date are recorded in profit or loss or other comprehensive income in the statement of comprehensive income, depending on the classification of the investments in debt instruments.

4.4 Loans purchased of receivables and accrued interest receivables

The Company's operations involve the acquisition and transfer of non-performing loans (NPLs) from other financial institutions, the amounts paid to acquire loans purchased of receivables are recognised as financial assets that are purchased or originated credit-impaired financial assets.

Loans purchased of receivables are presented at amortised cost (comprised of the fair value on the transaction date which is nearly or equal to the acquisition price, advances for legal expenses, debt collection fee, and insurance fee or others which will be transferred to be an obligation of debtors) and including accrued interest receivables and net of allowance for expected credit loss (if any).

4.5 Installment sale receivables and accrued interest receivables

Installment sale receivables arise from installment sales of properties for sale. The Company records differences between the selling price and the cost of the properties for sale as deferred gross margin from installment sales and recognises it as gain on installment sales when the aggregate amount of cash received from the debtor exceeds the cost of the properties for sale.

Installment sale receivables are presented at the outstanding of a contractual value, including accrued interest receivables, and net of allowance for expected credit loss (if any).

4.6 Allowance for expected credit loss

Allowance for expected credit loss for loans purchased of receivables

The Company applies the purchased or originated credit-impaired financial asset approach for loans purchased of receivables, as well as the advance for expenses on asset acquisition only on the portion which will be transferred to be an obligation to the debtors.

The Company records allowance for expected credit loss when there are changes in the estimated cash inflows expected from debtors, discounting the projected cash flows with reference to historical data and adjusted to reflect current observable data as well as forward looking information that is supportable and reasonable, provided it can be shown to be statistically related. Making such estimates involve the appropriate exercise of judgement. However, the Company has established a process to review, monitor the methodologies, assumptions and forward-looking macroeconomic scenarios on a regular basis. In addition, expected credit loss also include a management overlay.

The Company recognises change in expected credit loss over the expected lifetime as impairment gain or loss in profit or loss.

Allowance for expected credit loss on other financial assets

The Company applies general approach to calculate allowance for expected credit loss on other financial assets, such as deposits at financial institutions, investments in debt instruments measured at amortised cost, installment sale receivables and accrued interest receivables, accrued income from auction sales, employee receivables and accrued interest receivables, and advance for expenses on asset acquisition which will be transferred to be accrued income from auction sale.

The Company classifies the financial assets into three groups (three-stage approach) to measure the allowance for expected credit loss, with the classification of the financial assets determined on the basis of the change in credit risk since the initial recognition, as follows:

Group 1: Financial assets with no significant increase in credit risk (Performing)

For financial assets with no significant increase in credit risk since the initial recognition date, the Company recognises expected credit loss at the amount equal to 12-month expected credit loss. For financial assets with maturity of less than 12 months, the Company uses a probability of default that corresponds to remaining terms of the contract.

Group 2: Financial assets with significant increases in credit risk (Under-performing)

For financial assets with significant increase in credit risk since the initial recognition but that are not credit-impaired, the Company recognises the expected credit loss at the amount equal to expected credit loss over the expected lifetime of the financial assets.

Group 3: Financial assets that are credit-impaired (Non-performing)

Financial assets are assessed as credit impaired when one or more events expected to have a detrimental impact on the estimated future cash flows of the asset occur. The Company recognises the expected credit loss at the amount equal to expected credit loss over the expected lifetime of the financial assets.

At the end of each reporting period, the Company assesses whether the credit risk of financial assets has increased significantly since the initial recognition, by comparing the risk of expected default on the financial assets as at reporting date with the risk of default as at the initial recognition date. For the evaluation, the Company may use internal quantitative or qualitative criteria of the Company as a basis for assessing the deterioration in credit quality, such as arrears of over 30 days past due, follow up duration of debt repayment for debt restructuring. In assessing of whether credit risk has increased significantly since the initial recognition date may be conducted individually or collectively for groups of financial assets.

Financial assets are considered to be credit-impaired when one or more events occurs affecting the estimated future contractual cash flows of the counterparties. Evidence that financial assets are credit-impaired includes being overdue for more than 90 days or indications that debtors are facing significant financial difficulties, breaches of contract, the legal status, renegotiation of terms of payment or debt restructuring.

Installment sale receivables that have been renegotiated or modified the contractual cash flows due to the borrower facing financial difficulties are considered to be financial assets with a significant increase in credit risk or credit-impaired, unless there is an evidence that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment.

In subsequent periods, if the credit quality of financial assets improves and it is assessed that there is no longer significant increase in credit risk from the initial recognition date that was assessed in the previous period, the Company will change from recognising expected credit loss over the expected lifetime to recognising the 12-month expected credit loss.

The expected credit loss is determined using probability of lifetime ECLs of financial assets based on the present value of the cash flows expected not to be received. The Company considers historical loss experience, adjusted with current observable data as well as forward looking scenarios that is supportable and reasonable, provided it can be shown to be statistically related. Making such estimates involves the appropriate exercise of judgement. However, the Company has established a process to review, monitor the methodologies, assumptions and forward-looking macroeconomic scenarios on a regular basis. In addition, expected credit loss also include a management overlay.

The increase (decrease) in an allowance for expected credit loss is recognised as an expense during the year in profit or loss.

The Company has policy to write-off bad debts when the payment expected not to be collected from debtors.

4.7 Financial assets with modifications of terms/ Debt restructuring

When a financial asset' s terms of repayment are renegotiated or modified or debt is restructured or existing financial assets are replaced with new financial assets because the debtor is having financial difficulties, the Company assesses whether to derecognise the financial asset and measures the expected credit loss, as follows:

a) If the modification of terms does not result in derecognition of the financial asset, the Company calculates the gross carrying value of the new financial asset based on the present value of the new or modified cash flows, discounted using the original effective interest rate of the financial asset, and recognises loss on modification of terms in profit or loss, which presented as a part of expected credit loss.

b) If the modification of terms results in derecognition of the financial asset, the fair value of the new financial asset is the latest cash flows of the original financial asset as at the date of derecognition. The difference between the carrying value of the original financial asset and fair value of the new financial asset is recognised in profit or loss, which presented as a part of expected credit loss.

In case where loans purchased of receivables with debt restructuring agreement, the Company continue to treat as purchased or originated credit-impaired receivables. For installment sale receivables with debt restructuring agreement, if they do not meet the criteria for derecognition as of the restructuring date they continue to be classified as financial assets with significant increases in credit risk (stage 2) until the debtor be able to make payment in accordance with the debt restructuring agreement for not less than 3 months from the restructuring date, or as financial assets that are credit-impaired (stage 3) until the debtor be able to make payment in accordance with the debt restructuring agreement for not less than 12 months from the restructuring date. At that point, they can reclassify as financial assets with no significant increase in credit risk (stage 1). If those debtors meet the criteria for derecognition as of the restructuring date, they are also classified as financial assets with no significant increase in credit risk (stage 1).

4.8 Properties for sale

Properties for sale comprise properties received as a result of acquisitions/transfers from asset management companies and financial institutions, asset transferred by debtors for debt settlement, and auctions of debtors' assets for debt settlement.

Properties for sale received as a result of acquisitions/transfers from asset management companies and financial institutions are presented at the transfer price (acquisition cost) plus transfer expenses incurred to acquire the asset.

The costs of properties for sale received as a result of acquisitions/transfers from financial institutions for which payment is made in the form of non-interest bearing promissory notes are the cash equivalent price, excluding interest. Differences between the cash equivalent price and the amount payable are presented as deferred interest payable and amortised to expenses throughout the tenor of the promissory notes.

Properties for sale acquired as a result of asset transferred by debtors and properties for sale acquired as a result of auctions of debtors' assets for debt settlement are presented at the cost (based on the transfer price or auction price of the assets, but not exceeding the book value of the outstanding loans purchased of receivables on the asset acquisition date), which includes transfer expenses incurred to acquire the assets.

Properties foreclosed are stated at the lower of cost or net realisable value. Net realisable value is determined with reference to the latest appraisal value less estimated selling expenses.

Gain or loss from disposals are recognised in profit or loss upon disposal, except for installment sales, which are recognised in accordance with accounting policy in note No. 4.5.

Impairment loss are recognised as expenses in profit or loss when they occur.

4.9 Premises and equipment and depreciation

Premises and equipment are stated at cost less accumulated depreciation and allowance for impairment (if any). Depreciation is calculated under the straight-line method over the estimated useful life of each type of asset, as follows:

	Depreciation method	Percentage per annum
Building	Straight-line	5
Building improvement	Daily straight-line	10 - 15
Equipment	Straight-line	20
Vehicle	Straight-line	20
Computer	Straight-line	33.33

The calculation methods for depreciation, useful life and residual value of the assets are reviewed at least at the end of reporting period and are adjusted as deemed appropriate.

Depreciation is taken into account in the calculation of operating results. The Company does not calculate depreciation for land and work in process.

Premises and equipment are written off upon disposal or when there is no economic benefits expected from the use or disposal in future. Profit or loss from disposal (difference between net consideration received from disposal of the asset and book value) will be recognised in profit or loss in the statement of comprehensive income.

4.10 Leases

The Company as a lessee

At the inception of the contract, the Company assesses whether a contract is a lease or consists of a lease component. The contract is classified as lease or consists of a lease component if that contract provides the right to control the use of the specified asset for a certain period in exchange for compensation.

The Company recognises right-of-use assets and lease liabilities for all contracts with lease terms of more than 12 months, unless the underlying assets are low in value.

Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (the date that the underlying asset is ready for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment loss (if any) and adjusted to reflect any remeasurement of lease liabilities.

Depreciation of right-of-use assets is calculated based on cost, using the straight-line method over the shorter of the lease term or the useful life of the right-of-use assets, which are as follows:

Building and building improvement	2 years
Intangible assets - computer software	1 - 3 years

Lease liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of the lease payments to be made over the lease term, discounted by the Company's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification or reassessment.

Short-term leases and Leases of low-value assets

Payments under leases that, have a lease term of 12 months or less at the commencement date, or are leases of low-value assets, are recognised as expenses on a straight-line basis over the lease term.

The Company as a lessor

Leases in which the majority of risks and rewards of ownership are not transferred to lessees are considered operating leases. Amounts paid under operating leases are recognised as income in profit or loss by using the straight-line method over the lease term.

4.11 Intangible assets and amortisation

Intangible assets, consist of computer software, are initially recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and accumulated impairment loss (if any).

Intangible assets with finite life are amortised on a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible assets may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at the end of each period. The amortisation and allowance for impairment loss are recognised as expenses in profit or loss in the statement of comprehensive income.

Intangible assets with finite life have approximately five years of useful life and no amortisation is provided for work in process.

4.12 Accrued income from auction sale

Accrued income from auction sale is the result of legal action taken against debtors, where the court has ordered the Legal Execution Department to conduct an auction sale open for bidder. These are divided into two situations, as follows:

a) The successful bidder is an external party

In cases where collateral is auctioned and the successful bidder is an external party, the item is recorded as accrued income from auction sale on the date the buyer makes full payment to the Legal Execution Department, provided that the collateral is under first mortgage only. The estimated operating expense to be collected by the Legal Execution Department is recording and presenting as a deduction from accrued income from auction sale.

b) The successful bidder is the Company, as an external party

In cases where the Company is the buyer of the collateral and has already made full payment to the Legal Execution Department, the item is recognised as accrued income from auction sale at the auction price less the estimated operating expense to be collected by the Legal Execution Department.

4.13 Impairment of non-financial assets

At the end of each reporting period, the Company performs a review for indications of impairment of its assets and if there are any indications of impairment, the amount is assessed and an impairment loss recognised if the recoverable amount of the asset is less than the carrying amount. Recoverable amount, in this case, is the higher of the asset's fair value less costs to sell or its value in use.

The Company recognises impairment loss as an expenses in profit or loss in the statement of comprehensive income. When assessing asset impairment, if there is any indication that an previously recognised impairment loss may no longer exist or may have decreased, the Company estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised and the increase in the carrying amount of an asset attributable to the reversal of an impairment loss is not to exceed what the carrying would have been if no impairment loss had been recognised for the asset in the past. Reversals of impairment loss are recognised immediately in profit or loss.

4.14 Derecognition of financial assets and financial liabilities

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Company has transferred substantially all the risks and rewards of the asset, or the Company has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

4.15 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control as the Company.

They also include individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company's operations.

4.16 Income tax

Income tax expense comprises of current tax and deferred tax

Current income tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred tax is recognised for temporary differences between the tax bases of assets and liabilities and their carrying amounts as at the end of each reporting period, using the tax rate enacted at the end of the reporting period.

The Company recognises deferred tax liabilities for all taxable temporary differences and recognises deferred tax assets for deductible temporary differences to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences can be utilised and the Company is certain about such future utilisation. At each reporting date, the Company reviews the carrying amount of deferred tax assets and reduces that carrying amount to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Company records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.17 Financial liabilities - Debts issued and borrowings

Debts issued and borrowings are initially recognised at the fair value less direct costs related to debts issued and borrowings and subsequently measured at amortised cost, using the effective interest rate method. Gain and loss are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

4.18 Employee benefits

Short-term employee benefits

The Company recognised salaries, wages, bonuses and contributions to the social security fund and leave days can be carried forward for more than one year as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company's contributions are recognised as expenses when incurred.

Defined benefit plans

The Company has obligations in respect of the payments it must make to employees upon severance in accordance with labor law and other employee benefit plans which the Company treats as a post-employment benefit.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gain and loss arising from defined benefit plans are immediately recognised in other comprehensive income.

4.19 Provisions

Provisions are recognised in the statement of financial position when the Company has a present obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The Company reviews provisions regularly and records changes in provisions by increasing or decreasing other operating expenses.

4.20 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date.

The Company applies a quoted market price in an active market to measure those assets and liabilities that are required to be measured at fair value under the relevant financial reporting standards. However, if there is no active market for a similar asset or liability or a quoted market price is not available, the Company measures fair value using valuation techniques that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categories of input to be used in fair value measurement as follows:

Level 1 Use of quoted market prices in an observable active market for such assets or liabilities.

Level 2 Use of other observable inputs for such assets or liabilities, whether directly or indirectly.

Level 3 Use of unobservable inputs such as estimates of future cash flows.

At the end of each reporting period, the Company determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts in financial statements and disclosures in notes to financial statements; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

5.1 Recognition and derecognition of assets and liabilities

In considering whether to recognise or to derecognise assets or liabilities, the management is required to make judgement on whether significant risk and rewards of those assets or liabilities have been transferred, based on their best knowledge of the current events and arrangements.

5.2 Allowance for expected credit loss

The management is required to use judgement in estimating the allowance for expected credit loss of financial assets. The allowance for expected credit loss is calculated based on models, use of information, assumption, developed model, and assessments related to the increase in credit risk including the use of forward-looking data. The estimates involves a large number of variables, therefore, actual results could differ from those estimates.

5.3 Fair value of financial instruments

In determining the fair value of financial instruments that are not actively traded and for which quoted market prices are not readily available, the management exercises judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes credit risk consideration of counterparty, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value and disclosures of fair value hierarchy.

5.4 Credit-adjusted effective interest rate

The management is required to use judgement in estimating the credit-adjusted effective interest rate. The Company recognised interest income from loans purchased of receivables using credit-adjusted effective interest rate, which is calculated based on the basis of the estimated future cash inflows over the expected life of loans purchased of receivables that have similar characteristics and can be estimated reliably. The estimates involve a large number of variables, therefore, actual results could differ from those estimates.

5.5 Allowance for impairment of properties for sale

The Company determines allowance for impairment of properties for sale when the recoverable amount of properties for sale is lower than the carrying amount. The management exercises judgement to estimate the loss on impairment, taking into account the latest appraisal value, the type and the nature of the assets.

5.6 Depreciation

In determining depreciation of buildings and equipment, the management is required to make estimates of the useful lives and residual value of the buildings and equipment and to review estimate useful lives and residual value when there are any changes.

In addition, the management is required to review premises and equipment for impairment on a periodical basis and record impairment loss when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

5.7 Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences to the extent that it is probable that taxable profit will be available against which the temporary differences can be utilised. This is because the taxable profit involves significant historical data with a large number of databases and relevant supporting documents. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the certainty of events that future taxable profit can be utilised and the likely timing and level of estimate future taxable profit.

5.8 Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

5.9 Provisions for litigation case

The Company has contingent liabilities as a result of litigation. The management is required judgement to assess of the results of the litigation. If the management believes that no loss will result, therefore no contingent liabilities are recorded.

6. Classification of financial assets and financial liabilities

(Unit: Million Baht)

	31 December 2021		
	Financial instruments		
	Designated to be measured at fair value through other comprehensive income	Measured at amortised cost	Total
Financial assets			
Cash	-	99	99
Interbank and money market items - deposits at financial institutions	-	3,334	3,334
Investments	469	-	469
Loans purchased of receivables and accrued interest receivables	-	73,406	73,406
Installment sale receivables and accrued interest receivables	-	833	833
Accrued income from auction sale	-	10,252	10,252
Advance for expenses on the asset acquisition and others	-	894	894
Other assets			
- Employee benefit receivables and accrued interest receivables	-	34	34
- Advances for legal expenses	-	60	60
Financial liabilities			
Debts issued and borrowings	-	80,154	80,154
Accrued interest payables	-	553	553

(Unit: Million Baht)

	31 December 2020		
	Financial instruments		
	Designated to be measured at fair value through other comprehensive income	Measured at amortised cost	Total
Financial assets			
Cash	-	5	5
Interbank and money market items - deposits at financial institutions	-	7,708	7,708
Investments	451	-	451
Loans purchased of receivables and accrued interest receivables	-	77,726	77,726
Installment sale receivables and accrued interest receivables	-	728	728
Accrued income from auction sale	-	9,801	9,801
Advance for expenses on the asset acquisition and others	-	830	830
Other assets			
- Employee benefit receivables and accrued interest receivables	-	40	40
- Advances for legal expenses	-	30	30
Financial liabilities			
Debts issued and borrowings	-	87,421	87,421
Accrued interest payables	-	518	518

7. Cash and cash equivalents

As at 31 December 2021 and 2020, cash and cash equivalent items disclosed in the statement of cash flows were as below:

(Unit: Million Baht)

	31 December 2021	31 December 2020
Cash	99	5
Deposits at financial institutions		
Deposits in transit	10	8
Deposits at domestic banks		
Current and saving deposits	3,324	4,199
Fixed deposits	-	3,500
Total deposits at financial institutions	3,334	7,707
Total cash and deposits at financial institutions	3,433	7,712
Less: Deposits under guarantee obligation	(4)	(4)
Cash and cash equivalents	3,429	7,708

8. Interbank and money market items - deposits at financial institutions

(Unit: Million Baht)

	31 December 2021		
	Current and saving deposits	Fixed deposits	Total
Deposits in transit	10	-	10
Deposits at domestic banks			
Commercial banks	3,323	-	3,323
Specialised financial institutions	1	-	1
Total deposits at domestic banks	3,324	-	3,324
Less: Allowance for expected credit loss	-	-	-
Total deposits at financial institutions - net	3,334	-	3,334

(Unit: Million Baht)

	31 December 2020		
	Current and saving deposits	Fixed deposits	Total
Deposits in transit	8	-	8
Deposits at domestic banks			
Commercial banks	4,194	3,500	7,694
Specialised financial institutions	5	-	5
Accrued interest receivables	-	2	2
Total deposit at domestic banks	4,199	3,502	7,701
Less: Allowance for expected credit loss	(1)	-	(1)
Total deposits at financial institutions - net	4,206	3,502	7,708

As at 31 December 2021, savings deposits, current deposits and fixed deposit carried interest at rates of between 0.10 % and 0.30 % per annum (2020: between 0.05% and 0.35% per annum). In addition, as at 31 December 2021, the Company had pledged savings deposits of Baht 4 million as a guarantee for electricity usage (2020: Baht 4 million).

9. Investments

9.1 Investments classified by type of investments

As at 31 December 2021 and 2020, investments classified by type of investments were as follows:

(Unit: Million Baht)

	31 December 2021		
	Cost	Fair value	Dividend
Investment in equity instruments designated to be measured at fair value through other comprehensive income			
- Domestic marketable equity securities	145	84	1
- Domestic non-marketable equity securities	5	385	13
Investments - net	150	469	14

(Unit: Million Baht)

	31 December 2020		
	Cost	Fair value	Dividend
Investment in equity instruments designated to be measured at fair value through other comprehensive income			
- Domestic marketable equity securities	145	58	1
- Domestic non-marketable equity securities	5	393	25
Investments - net	150	451	26

During the year 2020, the Company sold investment in equity instruments designated to be measured at fair value through other comprehensive income. Accumulated gain or loss on derecognition were recognised in retained earnings (2021: no disposal) as follows:

(Unit: Thousand Baht)

	For the year ended 31 December 2020		
	Fair value	Accumulated gain on disposal	Reason of derecognition
Derecognised investment in equity instruments			
- Domestic marketable equity securities	1,214	539	Disposal
- Domestic non-marketable equity securities	80	80	Disposal
Total	1,294	619	

9.2 Investments in which the Company holds not less than 10 percent of shareholders

As at 31 December 2021 and 2020, investments in securities where the Company holds not less than 10 percent of share issued, but which were not treated as investments in subsidiaries and associates, classified by industrial sector as follows:

(Unit: Million Baht)

	31 December 2021	31 December 2020
	Fair value	Fair value
Investments designated to be measured at fair value through other comprehensive income		
Real estate and construction	8	8
Public utility and service	252	263
Financial intermediary	11	11
Total	271	282

9.3 Revaluation surplus on changes in value of investments

As at 31 December 2021 and 2020, revaluation surplus (deficit) on changes in value of investments were as follows:

(Unit: Million Baht)

	31 December 2021	31 December 2020
Investments in equity instruments designated to be measured at fair value through other comprehensive income		
Revaluation surplus on investments	388	396
Revaluation deficit on investments	(69)	(95)
Total revaluation surplus on changes in value of investments	319	301
Less: Related income tax	(64)	(60)
Total revaluation surplus on changes in value of investments - net	255	241

Changes in revaluation surplus (deficit) on investments for the years ended 31 December 2021 and 2020 were as follows:

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Beginning balance	301	322
Gain (loss) from revaluation on investments during the year	18	(20)
Accumulated gain on derecognition that were recognised in retained earnings	-	(1)
Ending balance	319	301
Less: Related income tax	(64)	(60)
Total revaluation surplus on investments - net	255	241

10. Loans purchased of receivables and accrued interest receivables

10.1 Classified by loan types

As at 31 December 2021 and 2020, loans purchased of receivables were as follows:

(Unit: Million Baht)

	31 December 2021	31 December 2020
Loans purchased of receivables - at amortised cost	81,678	85,922
Add: Accrued interest receivables	9,578	5,047
Total loans purchased of receivables and accrued interest receivables	91,256	90,969
Less: Allowance for expected credit loss	(17,850)	(13,243)
Total loans purchased of receivables and accrued interest receivables - net	73,406	77,726

Changes in loans purchased of receivables for the years ended 31 December 2021 and 2020 were as follows:

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Beginning balance	85,987	83,707
Add: Additional purchase	3,663	10,600
Less: Disposal receivables	(150)	(333)
Less: Receipt of debt payment and adjustment - net	(7,757)	(7,987)
Balance of loans purchased of receivables before revaluation	81,743	85,987
Less: Revaluation	(65)	(65)
Ending balance	81,678	85,922

As at 31 December 2021 and 2020, the Company had net loans purchased of receivables of Baht 73,406 million and Baht 77,726 million, respectively, while its rights of claim from receivables in the agreements amounted to Baht 483,240 million and Baht 484,881 million, respectively.

10.2 Classified by currency and residency of debtors

As at 31 December 2021 and 2020, all loans purchased of receivables were non-performing loans that were acquired from other financial institutions. All debtors were denominated in Baht and the debtors were domiciled both in domestic and overseas, as follows:

(Unit: Million Baht)

	31 December 2021			31 December 2020		
	Domestic	Overseas	Total	Domestic	Overseas	Total
Baht	81,654	24	81,678	85,898	24	85,922
Add: accrued interest	9,578	-	9,578	5,047	-	5,047
Total	91,232	24	91,256	90,945	24	90,969

10.3 Classified by loan classification

As at 31 December 2021 and 2020, the loans purchased of receivables and accrued interest receivables classified by loan classification were as follows:

(Unit: Million Baht)

	31 December 2021		31 December 2020	
	Loans purchased of receivables and accrued interest receivables	Allowance for expected credit loss	Loans purchased of receivables and accrued interest receivables	Allowance for expected credit loss
Purchased or originated credit-impaired financial assets	91,256	17,850	90,969	13,243
Total	91,256	17,850	90,969	13,243

10.4 The right of claim from loans purchased of receivables and collateral value

As at 31 December 2021 and 2020, the outstanding balances of loans purchased of receivables and collateral value were as follows:

(Unit: Million Baht)

	31 December 2021			
	Debt amounts under original agreements (right obligations)	Loans purchased of receivables (per accounting)	Collateral value before discount according to Company's criteria [1]	Collateral value of the Company portion [2]
Loans purchased of receivables with debt restructuring				
- 0 - 1 month overdue	12,357	6,669	23,175	11,614
- Overdue 1 - 3 months	2,583	1,674	4,471	2,534
- Overdue 3 - 6 months	1,050	674	2,750	1,025
- Overdue more than 6 months	700	238	868	352
Total	16,690	9,255	31,264	15,525
Loans purchased of receivables without debt restructuring	466,550	72,423	153,531	116,877
Total	466,550	72,423	153,531	116,877
Grand total	483,240	81,678	184,795	132,402

[1] *Calculated based on the latest appraisal value from the appraisal value committee (even if the appraisal value was more than 3 years) and, if collateral has been put up for auction sale and has already been purchased, the bid price less estimated expenses will be employed. The collateral value is based on the appraisal value before taking into account the accrued debt obligation and before taking into the mortgage value.*

[2] *Calculated based on the latest appraisal value from the appraisal value committee (even if the appraisal value was more than 3 years) and, if collateral has been put up for auction sale and has already been purchased, the bid price less estimated expenses will be employed. The collateral value is based on the appraisal value after taking into account the accrued debt obligation and after taking into the mortgage value.*

(Unit: Million Baht)

	31 December 2020			
	Debt amounts under original agreements (right obligations)	Loans purchased of receivables (per accounting)	Collateral value before discount according to the Company's criteria [1]	Collateral value of the Company portion [2]
Loans purchased of receivables with debt restructuring				
- 0 - 1 month overdue	12,103	7,203	23,724	11,402
- Overdue 1 - 3 months	2,587	1,821	4,417	2,544
- Overdue 3 - 6 months	1,865	852	4,337	1,824
- Overdue more than 6 months	1,059	518	2,074	798
Total	17,614	10,394	34,552	16,568
Loans purchased of receivables without debt restructuring	467,267	75,528	163,728	123,715
Total	467,267	75,528	163,728	123,715
Grand total	484,881	85,922	198,280	140,283

[1] *Calculated based on the latest appraisal value from the appraisal value committee (even if the appraisal value was more than 3 years) and, if collateral has been put up for auction sale and has already been purchased, the bid price less estimated expenses will be employed. The collateral value is based on the appraisal value before taking into account the accrued debt obligation and before taking into the mortgage value.*

[2] *Calculated based on the latest appraisal value from the appraisal value committee (even if the appraisal value was more than 3 years) and, if collateral has been put up for auction sale and has already been purchased, the bid price less estimated expenses will be employed. The collateral value is based on the appraisal value after taking into account the accrued debt obligation and after taking into the mortgage value.*

10.5 Debt restructuring

At the year end date, the Company's restructured loans purchased of receivable were as follows:

	31 December 2021		31 December 2020	
	Total debtors	Debtors with debt restructuring	Total debtors	Debtors with debt restructuring
Number of debtors (debtors)	84,368	7,890	85,102	7,939
Outstanding balance of loans purchased of receivables and accrued interest receivables (Million Baht)	91,256	9,812	90,969	10,739

As at 31 December 2021 and 2020, the Company had no outstanding obligations to provide additional loan facilities of loans purchased of receivables after restructuring.

During the year 2021, the Company has joined the scheme to provide assistance to debtors impacted by situations that affect the Thai economy. The Company provided assistance to additional debtors totalling Baht 895 million, through principal holiday or debt moratorium scheme. As at 31 December 2021, the outstanding balance of the debtors still in principal holiday period and that of debt moratorium period were Baht 18 million. However, the Company has elected not to apply the Accounting Guidance announced by the Federation of Accounting Professions on Temporary Relief Measures for Entities Providing Assistance to Debtors Impacted by Situations that Affect the Thai Economy, the debtors under the assistance scheme are therefore classified as financial assets that are purchased or originated credit-impaired and interest income is recognised using the previously credit-adjusted effective interest rate.

11. Installment sale receivables and accrued interest receivables

11.1 Movement of installment sale receivables

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Beginning balance	2,315	1,542
Add: Addition during the year	705	1,565
Less: Received during the year	(958)	(763)
Sale cancellation	(35)	(29)
Ending balance	2,027	2,315
Add: Gain on modification of contract	135	119
Accrued interest receivables	79	39
Installment sale receivables and accrued interest receivables	2,241	2,473
Less: Deferred gross profit	(1,191)	(1,586)
Allowance for expected credit loss	(217)	(159)
Installment sale receivables and accrued interest receivables - net	833	728

11.2 Classified by loan classification

As at 31 December 2021 and 2020, installment sale receivables classified by loan classification as follows:

(Unit: Million Baht)

	31 December 2021		31 December 2020	
	Installment sale receivables and accrued interest receivables	Allowance for expected credit loss	Installment sale receivables and accrued interest receivables	Allowance for expected credit loss
Financial assets with no significant increase in credit risk	707	22	1,326	12
Financial assets with significant increases in credit risk	733	153	331	19
Financial assets that are credit-impaired	801	42	816	128
Total	2,241	217	2,473	159

11.3 Debt restructuring

At the year end, the Company's restructured installment sale receivables were as follows:

	31 December 2021		31 December 2020	
	Total debtors	Debtors with debt restructuring	Total debtors	Debtors with debt restructuring
Number of debtors (debtors)	2,957	545	2,583	419
Outstanding balance of installment sale receivables and accrued interest receivables (Million Baht)	2,241	1,263	2,473	1,096

During the year 2021, the Company has joined the scheme to provide assistance to additional debtors impacted by situations that affect the Thai economy totaling Baht 169 million, through debt moratorium schemes and as at 31 December 2021, the outstanding balance of the debtors still in debt moratorium period was Baht 4 million. However, the Company has elected not to apply the Accounting Guidance announced by the Federation of Accounting Professions on Temporary Relief Measures for Entities Providing Assistance to Debtors Impacted by Situations that Affect the Thai Economy, the debtors under the assistance scheme are therefore classified as their stage considering the staging criteria in accordance with the modifications of terms/ debt restructuring.

12. Properties for sale

Properties for sale are consist of the following immovable and movable assets acquired from debt settlement by debtors, or purchased from asset management companies and financial institutions.

(Unit: Million Baht)

	For the year ended 31 December 2021			
	Bid from financial institutions	Transfer for debt repayment/ Bid from auction	Non-operation branches	Total
Immovable assets				
Beginning balance	6,046	30,195	41	36,282
Increase	33	6,210	-	6,243
Decrease	(755)	(4,178)	-	(4,933)
Ending balance	5,324	32,227	41	37,592
Movable assets				
Beginning balance	4	353	-	357
Increase	-	43	-	43
Ending balance	4	396	-	400
Total ending balance	5,328	32,623	41	37,992
Less: Revaluation				(7,817)
Less: Allowance for impairment				(509)
Properties for sale - net				29,666

(Unit: Million Baht)

	For the year ended 31 December 2020			
	Bid from financial institutions	Transfer for debt repayment/ Bid from auction	Non-operation branches	Total
Immovable assets				
Beginning balance	5,388	26,808	40	32,236
Increase	1,148	7,005	1	8,154
Decrease	(490)	(3,618)	-	(4,108)
Ending balance	6,046	30,195	41	36,282
Movable assets				
Beginning balance	4	348	-	352
Increase	-	9	-	9
Decrease	-	(4)	-	(4)
Ending balance	4	353	-	357
Total ending balance	6,050	30,548	41	36,639
Less: Revaluation				(8,073)
Less: Allowance for impairment				(488)
Properties for sale - net				28,078

As at 31 December 2021, the appraisal value of immovable and movable assets for sale were Baht 63,840 million and Baht 415 million, respectively (2020: Baht 62,161 million and Baht 410 million, respectively).

As at 31 December 2021 and 2020, properties for sale appraised by external appraisers and those appraised by internal appraisers were as follows:

(Unit: Million Baht)

	31 December 2021		31 December 2020	
	Cost	Appraisal value *	Cost	Appraisal value *
Appraised by external appraisers	13,571	24,873	21,906	38,462
Appraised by internal appraisers	24,421	39,382	14,733	24,109
Total	37,992	64,255	36,639	62,571

* The appraisal value present in the above table based on the appraisal value before any discount and expenses.

13. Premises and equipment

Movement of premises and equipment for the years ended 31 December 2021 and 2020 were as below:

(Unit: Million Baht)

	Land	Buildings	Building improvements	Office equipment	Work in process	Total
Cost						
1 January 2020	787	437	477	669	-	2,370
Additions/transferred in	3	4	4	39	12	62
Disposal/transferred out	(1)	(2)	(1)	(23)	(2)	(29)
31 December 2020	789	439	480	685	10	2,403
Additions/transferred in	-	18	3	89	14	124
Disposal/transferred out	-	-	(6)	(71)	(21)	(98)
31 December 2021	789	457	477	703	3	2,429
Accumulated depreciation						
1 January 2020	-	268	339	520	-	1,127
Depreciation	-	22	43	62	-	127
Disposals	-	(1)	(1)	(23)	-	(25)
31 December 2020	-	289	381	559	-	1,229
Depreciation	-	22	34	66	-	122
Disposals	-	-	(6)	(71)	-	(77)
31 December 2021	-	311	409	554	-	1,274
Net book value						
31 December 2020	789	150	99	126	10	1,174
31 December 2021	789	146	68	149	3	1,155
Depreciation for the years ended 31 December						
2021						122
2020						127

As at 31 December 2021 and 2020, the Company had certain items of leasehold improvements, equipment and vehicles, which were fully depreciated but are still in use. The original costs before deducting accumulated depreciation of those assets totaled Baht 704 million and Baht 634 million, respectively.

14. Right-of-use assets

Movement of right-of-use assets for the years ended 31 December 2021 and 2020 were as below:

(Unit: Million Baht)

	Building and building improvement	Computer software	Total
Cost			
1 January 2020	1	27	28
Additions	-	-	-
31 December 2020	1	27	28
Additions	2	3	5
Decrease	(1)	-	(1)
31 December 2021	2	30	32
Accumulated depreciation			
1 January 2020	-	-	-
Depreciation	1	11	12
31 December 2020	1	11	12
Depreciation	1	12	13
Decrease	(1)	-	(1)
31 December 2021	1	23	24
Net book value			
31 December 2020	-	16	16
31 December 2021	1	7	8
Depreciation for the years ended 31 December			
2021			13
2020			12

15. Intangible assets

Movement of intangible assets for the years ended 31 December 2021 and 2020 were as below:

(Unit: Million Baht)

	Computer software	Work in process	Total
Cost			
1 January 2020	83	1	84
Additions/transferred in	10	2	12
Transferred out	-	(3)	(3)
31 December 2020	93	-	93
Additions/transferred in	12	77	89
Transferred out	-	(8)	(8)
31 December 2021	105	69	174
Accumulated depreciation			
1 January 2020	68	-	68
Amortisation	5	-	5
31 December 2020	73	-	73
Amortisation	7	-	7
31 December 2021	80	-	80
Net book value			
31 December 2020	20	-	20
31 December 2021	25	69	94
Amortisation for the years ended 31 December			
2021			7
2020			5

As at 31 December 2021 and 2020, the Company had certain items of intangible assets, which were fully depreciated but are still in use. The original costs before deducting accumulated amortisation of those assets totaled Baht 66 million and Baht 61 million, respectively.

16. Deferred tax assets/liabilities and income tax

16.1 Deferred tax assets/liabilities

As at 31 December 2021 and 2020, the components of deferred tax assets and liabilities arose from the following transactions:

(Unit: Million Baht)

	31 December 2021	31 December 2020	Changes in deferred tax for the years ended 31 December 2021	2020
Deferred tax assets				
Interest income on loans purchased of receivables	897	1,548	(651)	(893)
Interest income / gain on installment sale receivables	81	216	(135)	137
Loss on revaluation of investments	8	12	(4)	(76)
Allowance for expected credit loss	2,563	1,558	1,005	1,558
Revaluation on properties for sale	1,649	1,714	(65)	38
Allowance for impairment of properties for sale	102	97	5	(3)
Depreciation of premises and equipment	46	44	2	3
Revaluation on accrued income from auction sale	6	21	(15)	21
Provisions	197	197	-	(13)
Other liabilities	46	46	-	4
Total	5,595	5,453	142	776
Deferred tax liabilities				
Direct expenses on debts issued and borrowings	(56)	(74)	18	(18)
Total	(56)	(74)	18	(18)
Deferred tax assets - net	5,539	5,379	160	758
Changes in deferred tax				
Cumulative effect of change in accounting policies from the adoption of new financial reporting standards as at 1 January 2020			-	402
Recognised in profit or loss			164	364
Recognised in other comprehensive income			(4)	(8)
Total			160	758

16.2 Income tax

Income tax expenses for the years ended 31 December 2021 and 2020 were as follows:

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Current income tax:		
Corporate income tax for the year	817	706
Adjustments in respect of income tax of previous year	3	-
Income tax recognised in share premium in shareholder's equity	-	13
Deferred income tax:		
Relating to origination and reversal of temporary differences	(164)	(364)
Income tax expenses reported in profit or loss	656	355

Reconciliations between income tax expenses and the product of accounting profits for the years ended 31 December 2021 and 2020 multiplied by the applicable tax rate were as follows:

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Accounting profit before income tax	3,256	2,196
Applicable tax rate	20%	20%
Accounting profit before income tax multiplied by income tax rate	651	439
Tax effect of non-taxable revenue and non-deductible expenses		
- Exception revenue	(4)	(5)
- Non-tax deductible expenses	11	1
- Expenses with additional privilege for more tax-deductible	(5)	(11)
Adjustments in respect of income tax of previous year	3	(69)
Income tax expenses reported in profit or loss	656	355

The amount of income tax recognised in other comprehensive income for the years ended 31 December 2021 and 2020 were as below:

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Related deferred tax on		
Loss (gain) on revaluation of investments in equity instruments designated to be measured at fair value through other comprehensive income	(4)	4
Actuarial gain	-	(12)
	(4)	(8)

17. Accrued income from auction sale

(Unit: Million Baht)

	31 December 2021	31 December 2020
External buyers	8,022	7,741
Less: Estimated auction sale expenses	(574)	(554)
External buyers - net	7,448	7,187
The Company as buyer	2,836	2,720
Accrued income from auction sale	10,284	9,907
Less: Revaluations	(32)	(106)
Accrued income from auction sale - net	10,252	9,801

18. Advance for expenses on asset acquisition and others

(Unit: Million Baht)

	31 December 2021	31 December 2020
Advance for expenses on asset acquisition	196	212
Fees on the asset acquisition	684	601
Transfer expenses	19	20
Other expenses	8	6
Total	907	839
Less: Allowance for expected credit loss	(13)	(9)
Advance for expenses on asset acquisition and others - net	894	830

19. Other assets

(Unit: Million Baht)

	31 December 2021	31 December 2020
Prepaid expenses and deferred expenses	13	22
Accrued income, interest and dividend receivables	22	35
Employee receivables and accrued interest receivables	34	40
Advances for legal expenses	60	30
Others	32	25
Total	161	152
Less: Allowance for expected credit loss	(8)	-
Other assets - net	153	152

20. Classified assets/asset quality

As at 31 December 2021 and 2020, the classified assets of the Company consisted of deposits at financial institutions, loans purchased of receivables, installment sale receivables, and other assets. Their classification, which were in accordance with standard, were as follows:

(Unit: Million Baht)

	31 December 2021						
	Interbank and money market items - deposits at financial institutions	Loans purchased of receivables and accrued interest receivables	Installment sale receivables and accrued interest receivables	Accrued income from auction sale	Advance for expenses on asset acquisition	Other assets	Total
Financial assets with no significant increase in credit risk	3,334	-	707	10,284	552	94	14,971
Financial assets with significant increases in credit risk	-	-	733	-	-	-	733
Financial assets that are credit-impaired	-	-	801	-	-	8	809
Purchased or originated credit-impaired financial asset	-	91,256	-	-	355	-	91,611
Total	3,334	91,256	2,241	10,284	907	102	108,124

(Unit: Million Baht)

	31 December 2020						
	Interbank and money market items - deposits at financial institutions	Loans purchased of receivables and accrued interest receivables	Installment sale receivables and accrued interest receivables	Accrued income from auction sale	Advance for expenses on asset acquisition	Other assets	Total
Financial assets with no significant increase in credit risk	7,709	-	1,326	9,907	520	70	19,532
Financial assets with significant increases in credit risk	-	-	331	-	-	-	331
Financial assets that are credit-impaired	-	-	816	-	-	-	816
Purchased or originated credit-impaired financial asset	-	90,969	-	-	319	-	91,288
Total	7,709	90,969	2,473	9,907	839	70	111,967

21. Allowance for expected credit loss of financial assets

Movement of allowance for expected credit loss of financial assets were as follows:

(Unit: Million Baht)

	For the year ended 31 December 2021				
	Financial assets				
	With no significant increase in credit risk	With significant increases in credit risk	Credit-impaired	Purchased or originated credit-impaired	Total
Interbank and money market items – deposits at financial institutions					
Beginning balance	1	-	-	-	1
Changes in remeasuring for allowance for credit loss	(1)	-	-	-	(1)
Ending balance	-	-	-	-	-
Loans purchased of receivables					
Beginning balance	-	-	-	13,243	13,243
Changes in remeasuring for allowance for credit loss	-	-	-	4,574	4,574
Financial assets newly acquired during the year	-	-	-	73	73
Changes from adjusting model	-	-	-	80	80
Derecognition	-	-	-	(15)	(15)
Write-off	-	-	-	(105)	(105)
Ending balance	-	-	-	17,850	17,850
Installment sale receivables					
Beginning balance	12	19	128	-	159
Changes from stage changing	(6)	105	(99)	-	-
Changes in remeasuring for allowance for credit loss	11	28	7	-	46
Financial assets newly acquired during the year	5	1	6	-	12
Ending balance	22	153	42	-	217
Advance for expenses on asset acquisition and others					
Beginning balance	-	-	-	9	9
Changes in remeasuring for allowance for credit loss	-	-	-	4	4
Ending balance	-	-	-	13	13
Other assets					
Beginning balance	-	-	-	-	-
Changes in remeasuring for allowance for credit loss	-	-	8	-	8
Ending balance	-	-	8	-	8

(Unit: Million Baht)

	For the year ended 31 December 2020				
	Financial assets				
	With no significant increase in credit risk	With significant increases in credit risk	Credit-impaired	Purchased or originated credit-impaired	Total
Interbank and money market items – deposits at financial institutions					
Beginning balance	-	-	-	-	-
Changes in remeasuring for allowance for credit loss	1	-	-	-	1
Ending balance	1	-	-	-	1
Loans purchased of receivables					
Beginning balance	-	-	-	8,429	8,429
Changes in remeasuring for allowance for credit loss	-	-	-	4,762	4,762
Financial assets newly acquired during the year	-	-	-	400	400
Derecognition	-	-	-	(330)	(330)
Write-off	-	-	-	(18)	(18)
Ending balance	-	-	-	13,243	13,243
Installment sale receivables					
Beginning balance	-	-	-	-	-
Changes in remeasuring for allowance for credit loss	2	19	128	-	149
Financial assets newly acquired during the year	10	-	-	-	10
Ending balance	12	19	128	-	159
Advance for expenses on asset acquisition and others					
Beginning balance	-	-	-	5	5
Changes in remeasuring for allowance for credit loss	-	-	-	4	4
Ending balance	-	-	-	9	9

22. Debt issued and borrowings

(Unit: Million Baht)

	31 December 2021	31 December 2020
Notes payable		
Short term	1,479	1,034
Long term	2,316	3,789
Total	3,795	4,823
Less: Deferred interest expenses	(222)	(315)
Deferred notes issue expenses	-	(1)
Total notes payable	3,573	4,507
Borrowings		
Short term	9,660	14,503
Long term	4,810	14,295
Total borrowings	14,470	28,798
Debentures		
Short term	6,400	7,000
Long term	55,770	47,170
Total	62,170	54,170
Less: Deferred debentures issue expenses	(59)	(54)
Total debentures	62,111	54,116
Grand total	80,154	87,421

22.1 As at 31 December 2021 and 2020, interest rates (percentage per annum), maturity dates and interest payment of notes payable and borrowings were as follows:

	31 December 2021		
	Interest rate (% p.a.)	Maturity Date	Interest payment
Notes payable			
Short term	0.00 1.90	2022	Interest payment upon maturity
Long term	0.00 1.90	2023 2029	Interest payment upon maturity
Borrowings			
Short term	2.10 – 3.55	2022	Interest payment every month-end / upon maturity / every 3 months / every 6 months
Long term	2.10 3.55	2023 – 2025	Interest payment every month-end / upon maturity / every 3 months / every 6 months

	31 December 2020		
	Interest rate (% p.a.)	Maturity Date	Interest payment
Notes payable			
Short term	0.00 – 1.90	2021	Interest payment upon maturity
Long term	0.00 – 1.90	2022 2029	Interest payment upon maturity
Borrowings			
Short term	1.45 – 3.55	2021	Interest payment every month-end / upon maturity / every 3 months / every 6 months
Long term	2.225 – 3.55	2022 – 2024	Interest payment every month-end / upon maturity / every 3 months / every 6 months

The loan agreements contain several covenants which require the Company to comply with financial conditions such as maintenance of debt-to-equity ratio, debt service coverage ratio, Interest bearing debt to equity.

22.2 As at 31 December 2021 and 2020, the Company had the following name- registered, unsubordinated and unsecured debentures with no debenture holders' representative, issued with a par value of 1,000 Bath per unit, comprising:

No.	Series	Number issued (million units)	Amount issued (million Baht)		Maturity period	Maturity date	Interest rate (% p.a.)
			31 December 2021	31 December 2020			
1/2016	3	1.10	1,100	1,100	7 years	22 December 2023	3.79
1/2017	3	1.40	1,400	1,400	5 years	23 June 2022	3.41
1/2017	4	1.40	1,400	1,400	7 years	23 June 2024	3.64
1/2017	5	1.50	1,500	1,500	10 years	23 June 2027	3.92
2/2017	2	1.00	-	1,000	4 years	8 September 2021	2.53
2/2017	3	3.80	3,800	3,800	6 years	8 September 2023	3.44
2/2017	4	3.20	3,200	3,200	8 years	8 September 2025	3.73
2/2017	5	5.00	5,000	5,000	10 years	8 September 2027	3.91
1/2018	2	3.00	-	3,000	3 years	21 June 2021	2.50
1/2018	3	0.37	370	370	7 years	21 June 2025	3.88
1/2018	4	2.40	2,400	2,400	10 years	21 June 2028	4.30
1/2019	1	3.00	-	3,000	1 year 6 months	18 January 2021	2.30
1/2019	2	3.00	3,000	3,000	3 years	18 July 2022	2.45
1/2019	3	4.50	4,500	4,500	5 years	18 July 2024	2.90
1/2019	4	5.00	5,000	5,000	10 years	18 July 2029	3.60
1/2019	5	3.50	3,500	3,500	12 years	18 July 2031	3.78
1/2019	6	1.00	1,000	1,000	15 years	18 July 2034	3.92
1/2020	1	4.05	4,050	4,050	2 years 6 months	5 May 2023	2.83
1/2020	2	5.37	5,370	5,370	5 years	5 November 2025	3.41
1/2020	3	0.58	580	580	10 years	5 November 2030	3.92
1/2021	1	2.00	2,000	-	1 year	9 April 2022	1.40
1/2021	2	1.00	1,000	-	2 years	9 April 2023	1.85
1/2021	3	1.00	1,000	-	3 years	9 April 2024	2.11
1/2021	4	6.00	6,000	-	5 years	9 April 2026	3.05
1/2021	5	1.30	1,300	-	7 years	9 April 2028	3.48
1/2021	6	0.70	700	-	9 years	9 April 2030	3.79
2/2021	1	0.50	500	-	3 years	2 December 2024	1.67
2/2021	2	1.30	1,300	-	5 years	2 December 2026	2.60
2/2021	3	1.20	1,200	-	7 years	2 December 2028	3.13
			62,170	54,170			

22.3 Changes of debt issued and borrowings for the years ended 31 December 2021 and 2020, were as follows:

(Unit: Million Baht)

	For the year ended 31 December 2021			
	Beginning balance	Additions	Payment	Ending balance
Notes payable	4,823	427	(1,455)	3,795
Borrowings	28,798	1,200	(15,528)	14,470
Debentures	54,170	15,000	(7,000)	62,170

(Unit: Million Baht)

	For the year ended 31 December 2020			
	Beginning balance	Additions	Payment	Ending balance
Notes payable	3,066	5,775	(4,018)	4,823
Borrowings	27,934	41,050	(40,186)	28,798
Debentures	44,970	10,000	(800)	54,170

23. Provisions

(Unit: Million Baht)

	31 December 2021	31 December 2020
Provisions for long-term employee benefits	960	961
Provisions for litigation cases	27	26
Total	987	987

23.1 Provisions for long-term employee benefits

Provisions for long- term employee benefits, which represents compensation payable to employees after they retire, were as follows:

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Provision for long-term employee benefits at beginning of the year	961	1,027
Included in profit or loss:		
Current service cost	55	58
Interest cost	15	16
Included in other comprehensive income:		
Actuarial (gain) loss arising from		
Demographic assumptions changes	-	(43)
Financial assumptions changes	-	16
Experience adjustment	-	(31)
Benefits paid during the year	(71)	(82)
Provision for long-term employee benefits at end of the year	960	961

Actuarial assumption was summarised below:

(Unit: % per annum)

	31 December 2021	31 December 2020
Discount rates	1.71	1.71
Salary incremental rates	7.00	7.00
Inflation rate	2.75	2.75
Turnover rate	0.57 - 6.88	0.57 – 6.88

As at 31 December 2021, the Company expected to pay approximately Baht 64 million on employee benefits within the year (2020: Baht 65 million).

As at 31 December 2021, the weighted average durations of payment for long-term employee benefit were approximately 14 years (2020: 14 years).

The impacts of changes in significant assumptions on the present value of long-term employee benefits as at 31 December 2021 and 2020 were summarised below.

(Unit: Million Baht)

	31 December 2021			
	Liabilities increase		Liabilities decrease	
Discount rate	Decrease 1%	84	Increase 1%	72
Salary increase rate	Increase 1%	97	Decrease 1%	85
Turnover rate	Decrease 20%	18	Increase 20%	17

(Unit: Million Baht)

	31 December 2020			
	Liabilities increase		Liabilities decrease	
Discount rate	Decrease 1%	85	Increase 1%	73
Salary increase rate	Increase 1%	89	Decrease 1%	79
Turnover rate	Decrease 20%	16	Increase 20%	15

Moreover, the Company established Sinthavi Provident Fund, with BBL Asset Management Co., Ltd. As the Fund manager, and K Master Pooled Fund, with Kasikorn Asset Management Co., Ltd. As the Fund manager. To provide the choices for the employees, the Fund allows members to select more than one investment policy to meet their best individual requirements. According to the Fund's rules, the Company's employees could voluntarily apply for Fund membership upon after they are employed as permanent employee. Fund members have to make monthly contributions to the Fund at rates of 3% - 15% of their monthly salary depending on their years of service and employees will obtain benefits in accordance with the Fund's rules. The Company's contributions to the provident funds at rates of 6% - 10% of their monthly salary depending on their years of service.

During the year ended 31 December 2021, the Company's contributions to the provident funds totaling Baht 96 million which is treated as expenses in profit or loss (2020: Baht 98 million).

23.2 Provisions for litigation cases

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Beginning balance	26	25
Increase	1	11
Decrease	-	(10)
Ending balance	27	26

24. Other liabilities

(Unit: Million Baht)

	31 December 2021	31 December 2020
Deposit and marginal deposit		
- from sale of properties for sale	31	31
- others	13	11
Liabilities between Bangkok Commerce Plc.		
And the Company	19	19
Suspense account and clearing cheque	117	111
Suspense account for debt repayment	112	144
Others	66	44
Total	358	360

25. Share capital

On 14 January 2020, the Company issued 217 million ordinary shares with a par value of 5 Baht per share and the offering price of 17.50 Baht per share to be sold for private placement based on over-allotment option, totalling Baht 3,798 million with a shared premium of Baht 2,645 million (net of share offering expenses of Baht 68 million). The Company registered the increase of its capital from Baht 15,075 million to Baht 16,160 million. The Company registered the increase of its capital with the Ministry of Commerce on 16 January 2020.

As at 31 December 2021 and 2020, the Company had registered and paid-up capital as follows:

	For the year ended 31 December 2021		For the year ended 31 December 2020	
	Number of shares (Million shares)	Amount (Million Baht)	Number of shares (Million shares)	Amount (Million Baht)
Registered capital				
Registered share capital at beginning of the year	3,245	16,255	3,245	16,225
Registered share capital at end of the year	3,245	16,255	3,245	16,225
Issued and paid-up capital				
Issued and paid-up share capital at beginning of the year	3,232	16,160	3,015	15,057
Capital increase	-	-	217	1,085
Issued and paid-up capital at end of the year	3,232	16,160	3,232	16,160

26. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until such reserve reaches 10 percent of its registered share capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

27. Capital management

The primary objective of the Company's capital management is to ensure that it has an appropriate capital structure to support its business and maximise shareholder value. As at 31 December 2021, the Company's debt-to-equity ratio was 1.94:1 (2020: 2.16:1).

28. Interest income

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Loans purchased of receivables		
- Interest income part of amount received	1,516	840
- Interest income part of accrued receivables	4,531	5,047
- Interest income – gain on loans purchased of receivables	3,322	3,835
Total loans purchased of receivables	9,369	9,722
Deposits at financial institutions	8	5
Investments in securities	-	1
Revaluation on accrued income from auction sale	75	119
Installments sale receivables	115	95
Others	2	4
Total interest income	9,569	9,946

Interest income for the year ended 31 December 2021 including interest income from loan purchased of receivables amounting to Baht 4,531 million (2020: Baht 5,047 million), which the Company recognised an accrual basis following the Company's accounting policy. However, the Company recognised expected credit loss for the whole amount of those interest income.

29. Interest expenses

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Debts issued debentures	1,959	1,571
Debts issued – notes payable	107	100
Borrowings	493	720
Total interest expenses	2,559	2,391

30. Expected credit loss

Expected credit loss and gain (loss) from the modification of terms for financial assets for the years ended 31 December 2021 and 2020 were as follows:

(Unit: Million Baht)

	For years ended 31 December	
	2021	2020
Interbank and money market items – deposits at financial institutions	(1)	1
Loans purchased of receivables	181	107
Loans purchased of receivables – accrued interest receivables	4,531	5,047
Installment sale receivables and accrued interest receivables		
- Expected credit loss	58	159
- Gain on modification of contract	(16)	(119)
Advance for expenses on asset acquisition and others	4	4
Other assets	8	-
Total	4,765	5,199

31. Basic earnings per share

Basic earnings per share is calculated by dividing profit for the year (excluding other comprehensive income) by the weighted average number of ordinary shares during the year.

32. Dividends

Dividend	Approved by	Dividend Paid (Million Baht)	Dividend Paid per share (Baht)
Dividend for the year 2020	Annual General Meeting on 27 April 2021	1,656	0.5125
For the year ended 31 December 2021		1,656	
Interim Dividend	Company's Board of Directors' Meeting No. 5/2020 on 26 March 2020	3,394	1.05
For the year ended 31 December 2020		3,394	

33. Related party transactions

33.1 Nature and relationships

For the purposes of the preparation of the financial statements, related persons or parties of the Company are persons or parties over which the Company has both direct or indirect control or significant influence with respect to their financial and managerial decisions, or which are under common control or significant influence with the Company. Such relationships may be on an individual basis or a corporate basis. When considering each related party transaction, the Company focuses more on the substance of the relationship than its legal form.

Relationships between the Company and related parties are as follows:

List of related entities	Relations with the Company
Financial Institutions Development Fund	Major shareholder
Krungthai Bank Plc.	Common shareholders
Krungthai-AXA Life Insurance Plc.	Common shareholders
Krungthai Panich Insurance Plc.	Common shareholders
Bahoma Co., Ltd.	Related company
Sahathorn Co., Ltd.	Related company
Big SPV Co., Ltd.	Related company
Ariyawit Co., Ltd.	Related company

33.2 Outstanding balances and significant transactions during the year

During the years, the Company had significant business transactions with related parties. Such transactions were in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties. A summary of related parties transactions is below.

(Unit: Million Baht)

	For the years ended 31 December		
	2021	2020	Pricing policy
Common shareholders			
Interest expenses	169	147	As in the prospectus or as mutually agreed
Related company			
Dividend income	13	25	As mutually agreed
Related persons			
Interest expenses	1	-	As in the prospectus or as mutually agreed

As at 31 December 2021 and 2020, the outstanding balances of the accounts between the Company and those related companies were as follows:

(Unit: Million Baht)

	31 December 2021	31 December 2020
Common shareholders		
Deposits at financial institutions	43	30
Debt issued and borrowings	5,671	5,903
Accrued interest payables	29	17
Related company		
Investments in securities	260	271
Other assets - accrued dividends	12	24
Related persons		
Debt issued and borrowings	28	13

33.3 Movements of debt issued and borrowing from related parties

Movements of debt issued and borrowings transactions between the Company and related parties for the years ended 31 December 2021 and 2020 were as follows:

(Unit: Million Baht)

	For the year ended 31 December 2021			
	Beginning Balance	Increase	Decrease	Ending Balance
Debts issued and borrowings				
Krungthai Bank Plc.	3,604	751	(1,049)	3,306
Krungthai-AXA Life Insurance Plc.	2,224	172	(86)	2,310
Krungthai Panich Insurance Plc.	75	10	(30)	55
Related persons	13	15	-	28
Total	5,916	948	(1,165)	5,699

(Unit: Million Baht)

	For the year ended 31 December 2020			
	Beginning Balance	Increase	Decrease	Ending Balance
Debts issued and borrowings				
Krungthai Bank Plc.	1,658	6,675	(4,729)	3,604
Krungthai-AXA Life Insurance Plc.	749	1,528	(53)	2,224
Krungthai Panich Insurance Plc.	30	45	-	75
Related persons	-	13	-	13
Total	2,437	8,261	(4,782)	5,916

33.4 Management's remuneration

For the years ended 31 December 2021 and 2020, the Company has management remuneration paid to their key management personal which comprise directors, executive vice presidents and higher level and executive vice president in accounting or finance departments, were as follows:

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Short-term employee benefits	99	82
Post-employment benefits	9	10
Total	108	92

34. Segment information

The Company' s operations are mainly focus on asset management business and these operations are carried on in Thailand. The segment information are presented in comply with the Company's internal report, which the chief operating decision maker is regularly reviewed for the allocation of resources to operating segment and assessed performance. The Company has set operating segments based on its products and services as follows:

1. Acquisition and transfer of NPLs from financial institutions to manage, mainly through debt negotiation practices for the best interests of all parties involved.
2. Acquisition and transfer of NPAs from financial institutions, transfers of assets from debt settlement and purchase of collateral at auction from the Legal Execution Department, with an emphasis on adding value by improving and developing properties to a good condition, ready for occupancy, so that they satisfy the needs of the target group of customers.

34.1 Financial position classified by operating segments as at 31 December 2021 and 2020 as below:

(Unit: Million Baht)

	31 December 2021		
	NPLs	NPAs and investment in securities	Total
Investments	-	469	469
Loans purchased of receivables and accrued interest receivables	73,406	-	73,406
Installment sale receivables and accrued interest receivables	-	833	833
Properties for sale	-	29,666	29,666
Total	73,406	30,968	104,374
Non-allocated assets			21,530
Total			125,904

(Unit: Million Baht)

	31 December 2020		
	NPLs	NPAs and investment in securities	Total
Investments	-	451	451
Loans purchased of receivables and accrued interest receivables	77,726	-	77,726
Installment sale receivables and accrued interest receivables	-	728	728
Properties for sale	-	28,078	28,078
Total	77,726	29,257	106,983
Non-allocated assets			25,087
Total			132,070

The Company does not classify the liabilities into operating segments.

34.2 Operating results classified by operating segments for the years ended 31 December 2021 and 2020 as below:

(Unit: Million Baht)

	For the year ended 31 December 2021		
	NPLs	NPAs and investment in securities	Total
Interest income	9,444	117	9,561
Gain on sale of properties for sale	-	2,963	2,963
Gain on installment sale	-	690	690
Total income	9,444	3,770	13,214
Interest income - Deposits at financial institutions			8
Other operating income			84
Interest expenses			(2,559)
Operating expenses			(2,726)
Expected credit loss			(4,765)
Profit from operating before income tax expenses			3,256
Income tax expenses			(656)
Profit for the year			2,600

(Unit: Million Baht)

	For the year ended 31 December 2020		
	NPLs	NPAs and investment in securities	Total
Interest income	9,841	100	9,941
Gain on sale of properties for sale	-	1,998	1,998
Gain on installment sale	-	404	404
Total income	9,841	2,502	12,343
Interest income - Deposits at financial institutions			5
Other operating income			79
Interest expenses			(2,391)
Operating expenses			(2,641)
Expected credit loss			(5,199)
Profit from operating before income tax expenses			2,196
Income tax expenses			(355)
Profit for the year			1,841

34.3 Information on geographical region

The Company operates in Thailand only, as a result, all the revenues and assets as reflected in these financial statements pertain to the aforementioned reportable geographical area.

34.4 Major customers

For the years ended 31 December 2021 and 2020, the Company has no income from major customer with revenue of 10 percent or more of an entity's revenues.

35. Commitment and contingent liabilities

35.1 Operating leases commitments

The Company has entered into operating lease agreements in relation to building space and office equipment. As of 31 December 2021, the Company has future minimum payment required under the non-cancellable operating lease contracts which the lease period is within one year, and those which the underlying asset is low value, totaling Baht 3 million (2020: Baht 0.1 million).

35.2 Guarantee

As at 31 December 2021, the Company has an outstanding letter of guarantee of Baht 4 million issued by the bank on behalf of the Company in order to guarantee electricity usage (2020: Baht 4 million).

35.3 Contingent liabilities

As at 31 December 2021, the Company have contingent liabilities totaling Baht 392 million in respect of litigation (2020: Baht 498 million). The lawsuits are civil suits involving claims for damages arising in the normal course of business. The management believes that when these cases are finalised, there will be no material impact on its financial position and operating result.

36. Assets with obligations and restrictions

As at 31 December 2021, the Company has properties for sale which are subject to purchase or sell agreements with customers totaling Baht 84 million (2020: Baht 128 million).

37. Risk Management

The Company's risk management activities cover the significant risks, which are classified into three categories, namely strategic risk, operational risk and financial risk, so that the Company can establish approaches or tools for efficient risk management, as follows:

37.1 Strategic Risk

Strategic risk is the risk that unsuitable strategic plans or strategies inconsistent with internal and external circumstances may adversely affect the achievement of organisational goals in accordance with strategic/operational plans set by the Company and also impact its revenue, financial position, competitiveness and business sustainability.

37.2 Operational Risk

Operational risk is the risk that the Company could incur losses as a result of inadequate corporate governance and internal controls, which may be related to internal functional processes, personnel, work systems, or external events that affect the Company's revenue and financial position.

37.3 Financial Risk

a) Credit risk

Credit risk management is the management of the risk that a debtor or counterparty of the Company will be unable to comply with contracts and relates to non-performing debtors that were transferred to or acquired by the Company, installment sales receivables and the creation of obligations. Its main objective is to ensure the quality of the Company's asset management transactions, their compliance with relevant laws and regulations and appropriate consideration of risk.

For asset management companies (AMCs) whose revenues are not derived from the loan facilities to customers, but from the management and disposal of NPLs/NPAs, the principal risk is asset quality risk.

Tools for managing asset quality risk

- The prices of NPLs/NPAs are determined based on consideration of key relevant factors, which comprise debtor status/track record, indebtedness, quality of collateral, quality of the NPAs, and external environmental factors such as the competitive environment and the economic situation, so that the Company sets appropriate prices for asset acquisitions that are not higher than the appraised value of collateral assets, in order to reduce the risk that the Company will acquire assets at prices that are too high.
- Management of debtors under debt restructuring agreements who may not be able to settle debts in accordance with the agreement or the agreed conditions, requires the Company to consider/ review the debt servicing capability of each debtor. An aging system is used, which reports receivables overdue more than 30 days, 60 days and 90 days to provide an early warning of default and time to negotiate a solution. If a solution cannot be negotiated, the legal process has to be followed in order to enforce conditions.

- Management of Non-Performing Assets (NPAs) is directed at creating efficiency and developing the assets to a state where they are ready for use and better aligned with market demand, in order to facilitate a quick disposal. The Company sets plans to promote and support the disposal of assets through campaigns / activities / sales promotion schemes in order to increase the amount of asset disposals, and accelerate the release hard-to-sell assets. If there are large quantities of long-held assets, it may cause the Company to incur more expenses.

Maximum exposure to credit risk

The table below shows the maximum exposure to credit risk for financial instruments. The maximum exposure is shown gross, before taking into account collateral arrangements and any actions taken to improve.

As at 31 December 2021 and 2020, the exposure to credit risk are as follow:

(Unit: Million Baht)

	31 December 2021	31 December 2020
Interbank and money market items - deposits at financial institutions	3,334	7,708
Loans purchased of receivables and accrued interest receivables	73,406	77,726
Installment sale receivables and accrued interest receivables	833	728
Accrued income from auction sale	10,252	9,801
Advance for expenses on asset acquisition and others	894	830
Other assets		
Employee receivables and accrued interest receivables	34	40
Advances for legal expenses	60	30
Total exposure to credit risk	88,813	96,863

Credit quality analysis

Credit risk refers to the risk that a customer or a counterparty will default on its contractual obligations resulting in a financial loss to the Company. The Company has adopted policies to mitigate this risk, whereby there is monitoring and control of debtors to prevent default or monitoring of compliance with the terms of debt restructuring agreements and in the event of default or failure to comply with the conditions in the agreement urgent efforts are made to negotiate a timely solution. If the Company is unable to negotiate with the debtor, legal proceedings are to be followed in order to enforce conditions on the debtors and enforce collateral.

The table below shows the credit quality of financial assets and allowance for expected credit loss.

(Unit: Million Baht)

	31 December 2021				
	Financial assets				
	With no significant increase in credit risk	With significant increases in credit risk	Credit-impaired	Purchased or originated credit-impaired	Total
Interbank and money market items - deposits at financial institutions					
Investment grade	3,334	-	-	-	3,334
Total	3,334	-	-	-	3,334
Allowance for expected credit loss	-	-	-	-	-
Loans purchased of receivables and accrued interest receivables					
Purchased or originated credit-impaired	-	-	-	91,256	91,256
Total	-	-	-	91,256	91,256
Allowance for expected credit loss	-	-	-	17,850	17,850
Installment sale receivables and accrued interest receivables					
Not overdue	621	64	220	-	905
Overdue 1 - 30 days	86	11	16	-	113
Overdue 31 - 90 days	-	658	29	-	687
Overdue 91 - 180 days	-	-	380	-	380
Overdue 181 days - 12 months	-	-	134	-	134
Overdue more than 12 months	-	-	22	-	22
Total	707	733	801	-	2,241
Allowance for expected credit loss	22	153	42	-	217
Accrued income from auction sale					
Unspecified term	10,284	-	-	-	10,284
Total	10,284	-	-	-	10,284
Allowance for expected credit loss	-	-	-	-	-
Advance for expenses on asset acquisition and others					
Unspecified term	552	-	-	355	907
Total	552	-	-	355	907
Allowance for expected credit loss	-	-	-	13	13

(Unit: Million Baht)

	31 December 2021				
	Financial assets				
	With no significant increase in credit risk	With significant increases in credit risk	Credit-impaired	Purchased or originated credit-impaired	Total
Other assets					
Not overdue	94	-	-	-	94
Overdue more than 12 months	-	-	8	-	8
Total	94	-	8	-	102
Allowance for expected credit loss	-	-	8	-	8

(Unit: Million Baht)

	31 December 2020				
	Financial assets				
	With no significant increase in credit risk	With significant increases in credit risk	Credit-impaired	Purchased or originated credit-impaired	Total
Interbank and money market items - deposits at financial institutions					
Investment grade	7,709	-	-	-	7,709
Total	7,709	-	-	-	7,709
Allowance for expected credit loss	1	-	-	-	1
Loans purchased of receivables and accrued interest receivables					
Purchased or originated credit-impaired	-	-	-	90,969	90,969
Total	-	-	-	90,969	90,969
Allowance for expected credit loss	-	-	-	13,243	13,243
Installment sale receivables and accrued interest receivables					
Not overdue	1,223	39	298	-	1,560
Overdue 1 - 30 days	103	98	3	-	204
Overdue 31 - 90 days	-	194	8	-	202
Overdue 91 - 180 days	-	-	128	-	128
Overdue 181 days - 12 months	-	-	346	-	346
Overdue more than 12 months	-	-	33	-	33
Total	1,326	331	816	-	2,473
Allowance for expected credit loss	12	19	128	-	159

(Unit: Million Baht)

	31 December 2020				
	Financial assets				
	With no significant increase in credit risk	With significant increases in credit risk	Credit-impaired	Purchased or originated credit-impaired	Total
Accrued income from auction sale					
Unspecified term	9,907	-	-	-	9,907
Total	9,907	-	-	-	9,907
Allowance for expected credit loss	-	-	-	-	-
Advance for expenses on asset acquisition and others					
Unspecified term	520	-	-	319	839
Total	520	-	-	319	839
Allowance for expected credit loss	-	-	-	9	9
Other assets					
Not overdue	70	-	-	-	70
Total	70	-	-	-	70
Allowance for expected credit loss	-	-	-	-	-

Collateral and any operations to increase creditability

The Company has held collateral and any operations to increase creditability of exposure to credit risk. The details of the collateral held by the Company for each type of financial assets are as follows:

(Unit: Million Baht)

	Exposure to risk with collateral		
	31 December 2021	31 December 2020	Type of collateral
Loans purchased of receivables and accrued interest receivables	86,578	86,721	Land, land and building, condominium, leasehold, machine, deposit and securities
Installment sale receivables and accrued interest receivables	2,241	2,473	Land, land and building, condominium and office building

b) Market risk

Market risk is the risk that market prices will change, namely the risk of the Company suffering loss as a result of changes in interest rates and securities prices that affect the Company's investment position. Market risk consists of 3 types, namely interest rate risk, price risk, and collateral risk. Since the Company's business focuses on management of NPLs and NPAs, market risk also includes the risk of changes in the market prices of collateral assets of debtors.

1) Interest rate risk

Interest rate risk is the risk that value of financial instruments as assets and liabilities will fluctuate due to changes in market interest rate, as below:

As at 31 December 2021 and 2020, the financial assets and financial liabilities classified by interest rate, are as follow:

(Unit: Million Baht)

	31 December 2021			
Descriptions	Floating interest rates	Fixed interest rates	Non-interest bearing	Total
Financial assets				
Cash	-	-	99	99
Interbank and money market items -				
deposits at financial institutions	2,879	-	455	3,334
Investments	-	-	469	469
Loans purchased of receivables	9,246	72,432	-	81,678
Installment sale receivables	1,792	231	4	2,027
Accrued income from auction sale	-	-	10,252	10,252
Advance for expenses on the asset				
acquisition and others	-	-	907	907
Other assets				
Employee receivables	30	3	1	34
Advance for legal expenses	-	-	60	60
Financial liabilities				
Debts issued and borrowings	14,363	62,866	2,925	80,154

(Unit: Million Baht)

Descriptions	31 December 2020			
	Floating interest rates	Fixed interest rates	Non-interest bearing	Total
Financial assets				
Cash	-	-	5	5
Interbank and money market items -				
deposits at financial institutions	4,079	3,502	128	7,709
Investments	-	-	451	451
Loans purchased of receivables	10,359	75,563	-	85,922
Installment sale receivables	2,054	256	5	2,315
Accrued income from auction sale	-	-	9,801	9,801
Advance for expenses on the asset				
acquisition and others	-	-	839	839
Other assets				
Employee receivables	36	3	1	40
Advance for legal expenses	-	-	30	30
Financial liabilities				
Debts issued and borrowings	28,355	55,557	3,509	87,421

The periods to the dates for determining new interest rates or maturity dates (whichever is earlier) for financial instruments with fixed interest rates, counting from the date of the statement of financial position, are as follows:

(Unit: Million Baht)

Descriptions	31 December 2021						
	Period of determining new interest rate or maturity dates						Interest rates
	At call	0 - 3 months	3 - 12 months	1 - 5 years	Over 5 years	Total	
							(% p.a.)
Financial assets							
Loans purchased of receivables[1]	72,423	1	1	7	-	72,432	4.65 - 6.50
Installment sale receivables[2]	-	-	38	198	-	231	6.00 - 6.50
Employee receivables	-	-	-	2	1	3	3.5
Financial liabilities							
Debts issued and borrowings	-	90	6,664	33,958	22,154	62,866	1.40 - 4.30

[1] *Loans purchased of receivables that have not been restructured are classified as at call.*

[2] *Installment sale receivables that have been overdue more them 3 months are classified as at call.*

(Unit: Million Baht)

Descriptions	31 December 2020						
	Period of determining new interest rate or maturity dates						
	At call	0 - 3 months	3 - 12 months	1 - 5 years	Over 5 years	Total	Interest rates
							(% p.a.)
Financial assets							
Interbank and money market items - deposits at financial institutions	-	3,502	-	-	-	3,502	0.35
Loans purchased of receivables[1]	75,527	19	15	2	-	75,563	5.25 - 7.00
Installment sale receivables[2]	193	63	-	-	-	256	6.00 - 6.50
Employee receivables	-	-	-	2	1	3	3.5
Financial liabilities							
Debts issued and borrowings	-	3,111	4,332	29,158	18,956	55,557	1.60 - 4.3

[1] *Loans purchased of receivables that have not been restructured are classified as at call.*

[2] *Installment sale receivables that have been overdue more than 3 months are classified as at call.*

Market risk sensitivity - Interest-bearing assets and liabilities

The market risk sensitivity of interest-bearing assets and liabilities is assessed according to the sensitivity of net interest income over a period of one year to changes in interest rates, based on the interest-bearing asset and liability positions held by the Company at the financial statements date. In making such assessment, changes in interest rates are applied prospectively and normal increases in assets and liabilities are not taken into account. Sensitivity is as presented below.

(Unit: Million Baht)

	Increase (decrease) in net interest income as at 31 December	
	2021	2020
Change in interest rate		
Increase by 1 percent	(80)	(193)
Decrease by 1 percent	104	226

However, the effect of changes in interest rate does not include the sensitivity of interest income from loan purchased of receivables, since most of these receivables are non-performing debtors purchased by the Company or debtors under debt restructuring agreements who may not be able to settle debts in accordance with the agreement.

2) Risk of changes in market prices of equity instruments

This is the risk that changes in the prices of equity securities or equity shares will result in changes in the value of equity instruments and may trigger fluctuations in income or the current and future value of the Company's financial assets.

However, The Company's investments in securities are mostly in equity securities transferred for debt settlement, rather than securities in the Company's trading portfolio. Even though securities prices fluctuate with market prices in each period, the Company has no policy to hold securities for speculation. It gradually disposes of the securities in accordance with the criteria and conditions that are in place, to ensure appropriate disposal of securities in each period, and follows up on status so that it can recognise the mark-to-market value of investments in securities at the end of each accounting period.

Therefore, the Company does not assess the sensitivity analysis on the changes in market prices of equity instruments.

3) Risk of changes in market prices of collateral assets

This is the risk of changes in the market prices of collateral assets of debtors, in line with market conditions, will lead to fluctuations in income both increase and decrease. The Company reviews the appraisal value in accordance with BOT's guidelines, with the valuations of collateral are reviewed every three years or whenever there are significant changes in relevant circumstances. Allowance for expected credit loss for loans purchased of receivables is adequately set aside to accommodate any possible loss from depreciation/impairment of collateral of the debtors.

c) Liquidity risk

This is the risk that the Company will be unable to pay debts and meet obligations when due, because the Company is unable to timely convert assets into cash when settlement is due, obtain sufficient funds to meet funding needs, or is able to obtain funds but at a cost that is beyond an acceptable level. These risks may affect the Company's income and financial position.

Tools for liquidity risk management

The Company has established a policy for management of liquidity and maintenance of liquidity risk ceilings at acceptable levels, which stipulates the tools to be used for monitoring and controlling liquidity risk by the relevant management personnel and committees, namely the Assets and Liabilities Management Committee and Risk Management Committee. The tools used for liquidity risk management include estimations of cash inflows and outflows to assess the liquidity gap for various periods of time, analysis of key financial ratios and stress tests of financial liquidity.

Furthermore, the Company has laid down guidelines for the preparation of a contingency funding plan for both normal and emergency situations to ensure timely access to funding

sources and adequate cash flows at an appropriate funding cost in the event of a liquidity crisis.

The periods to maturity of financial instruments from the dates of the statements of financial position as at 31 December 2021 and 2020 are as below:

(Unit: Million Baht)

	31 December 2021					
	At call	Less than 1 year	Over 1-5 years	Over 5 years	Unspecified term	Total
Financial Assets						
Cash	99	-	-	-	-	99
Interbank and money market items - deposits at financial institutions	3,334	-	-	-	-	3,334
Investments	-	-	-	-	469	469
Loans purchased of receivables and accrued interest receivables (1)	82,399	3,016	5,282	559	-	91,256
Installment sale receivables and accrued interest receivables (2)	536	748	723	234	-	2,241
Accrued income from auction sale	-	-	-	-	10,252	10,252
Advance for expenses on asset acquisition and others	-	-	-	-	907	907
Other assets						
- Employee receivables and accrued interest receivables	-	6	17	11	-	34
- Advance for legal expenses	-	-	-	-	60	60
Financial liabilities						
Debts issued and borrowings	-	17,259	40,302	22,593	-	80,154

(1) Loans purchased of receivables that have not been restructured or have been restructured but overdue more than 3 months are classified as at call. The remaining are presented at the amounts due, with reference to the debt restructuring agreement. However, since the amount received under the contract is the amount the Company would receive based on its right of claim over the debtor, which is higher than or equal to the amount of the loans for accounting purposes, the amount of receivable presented by the Company does not exceed the cost of the receivable.

(2) Installment sale receivables that have been overdue more than 3 months are classified as at call.

(Unit: Million Baht)

	31 December 2020					
	At call	Less than 1 year	Over 1-5 years	Over 5 years	Unspecified term	Total
Financial assets						
Cash	5	-	-	-	-	5
Interbank and money market items - deposits at financial institutions	4,207	3,502	-	-	-	7,709
Investments	-	-	-	-	451	451
Loans purchased of receivables and accrued interest receivables (1)	81,665	3,029	5,588	687	-	90,969
Installment sale receivables and accrued interest receivables (2)	507	1,225	499	242	-	2,473
Accrued income from auction sale	-	-	-	-	9,801	9,801
Advance for expenses on asset acquisition and others	-	-	-	-	839	839
Other assets						
- Employee receivables and accrued interest receivables	-	7	19	14	-	40
- Advance for legal expenses	-	-	-	-	30	30
Financial liabilities						
Debts issued and borrowings	-	22,530	45,583	19,308	-	87,421

(1) Loans purchased of receivables that have not been restructured or have been restructured but overdue more than 3 months are classified as at call. The remaining are presented at the amounts due, with reference to the debt restructuring agreement. However, since the amount received under the contract is the amount the Company would receive based on its right of claim over the debtor, which is higher than or equal to the amount of the loans for accounting purposes, the amount of receivable presented by the Company does not exceed the cost of the receivable.

(2) Installment sale receivables that have been overdue more than 3 months are classified as at call.

38. Fair value of financial instruments

38.1 Fair value hierarchy

As at 31 December 2021 and 2020, the Company's significant assets and liabilities that were measured at fair value, or measured at amortised cost but has to disclosed fair value, are classified by fair value hierarchy, as follows:

(Unit: Million Baht)

	31 December 2021				
	Book value	Fair value			
		Level 1	Level 2	Level 3	Total
Assets measured at fair value					
Investments					
Investment in equity instruments designated to be measured at fair value through other comprehensive income	469	84	-	385	469
Assets disclosed at fair value					
Cash	99	99	-	-	99
Interbank and money market items - deposits at financial institutions	3,334	3,334	-	-	3,334
Loans purchased of receivables and accrued interest receivables	73,406	-	-	73,406	73,406
Installment sale receivables and accrued interest receivables	833	-	-	2,024	2,024
Accrued income from auction sale	10,252	-	-	10,252	10,252
Advance for expenses on asset acquisition and others	894	-	-	894	894
Other assets					
- Employee receivables and accrued interest receivables	34	-	-	34	34
- Advance for legal expenses	60	-	-	60	60
Liabilities disclosed at fair value					
Debts issued and borrowings	80,154	-	62,892	18,042	80,934

(Unit: Million Baht)

	31 December 2020				
	Book value	Fair value			
		Level 1	Level 2	Level 3	Total
Assets measured at fair value					
Investment					
Investment in equity instruments designated to be measured at fair value through other comprehensive income	451	58	-	393	451
Assets disclosed at fair value					
Cash	5	5	-	-	5
Interbank and money market items - deposits at financial institutions	7,708	7,708	-	-	7,708
Loans purchased of receivables and accrued interest receivables	77,726	-	-	77,726	77,726
Installment sale receivables and accrued interest receivables	728	-	-	2,314	2,314
Accrued income from auction sale	9,801	-	-	9,801	9,801
Advance for expenses on asset acquisition and others	830	-	-	830	830
Other assets					
- Employee receivables and accrued interest receivables	40	-	-	40	40
- Advance for legal expenses	30	-	-	30	30
Liabilities disclosed at fair value					
Debts issued and borrowings	87,421	-	54,644	33,305	87,949

The Company has estimated the fair value of financial instruments based on the following criteria:

(a) Financial assets with short-term maturities or financial assets bearing interest at rates comparable to market rates include cash, deposits at financial institutions, employee receivables and accrued interest receivables. The fair value of such assets is estimated based on the book value presented in the statement of financial position. For accrued income from auction sale, advance for expenses on asset acquisition, and advance for legal expenses, their fair value is estimated based on the book value presented in the statement of financial position since those assets have no maturities specified.

(b) The fair value of loans purchased of receivables is approximate to book value which calculated based on the present value of cash flows and the expected duration from debtors or disposal of collateral, with a discount of credit risk-adjusted effective interest rate of loan.

(c) Installment sale receivables bearing interest at rates comparable to market rate, the fair value of installment sale receivables approximates the book value presented in the statement of financial position before deduct deferred gross profit and after deduct allowance for expected credit loss.

(d) The fair value of debts issued and borrowings which traded by the Thai Bond Market Association are determined using yield rates quoted by the Thai Bond Market Association. The fair value of debts issued and borrowings that bear floating interest rates are assumed to approximate their carrying value, and the fair value of debts issued and borrowings that bear fixed interest rates are determined by discounting the expected future cash flows by market interest rates on borrowings with similar conditions.

(e) The fair value of non-marketable equity securities is calculated by reference to the similar dividend yields in the market, or measured at book value on the latest financial statements. The fair value of marketable securities is calculated based on the latest bid price of the last working day of the year as quoted on the Stock Exchange of Thailand.

During the current year, there have been no transfers within the fair value hierarchy.

38.2 Reconciliation of financial assets measured at fair value and that are stage 3 is as follows:

(Unit: Million Baht)

	For the years ended 31 December	
	2021	2020
Investments in equity instruments designated to be measured at fair value through other comprehensive income		
Beginning balance	393	408
Disposed during the year	-	(1)
Loss recognised in other comprehensive income	(8)	(14)
Ending balance	385	393

39. Reclassification

The Company reclassified certain amounts in the prior year's financial statements to conform to the current year's classification with no effect to previously reported profit or equity.

(Unit: Million Baht)

	For the year ended 31 December 2020	
	As reclassified	As previously reported
Statements of comprehensive income		
Gain on sale of properties for sale	1,998	2,015
Other expenses	312	329

40. Event after the reporting period

On 25 February 2022, the Board of Directors of the Company passed a resolution to propose to the 2022 Annual General Meeting of Shareholders, for approval the payment of a dividend of Baht 0.55 per share, or a total of Baht 1,778 million, to the ordinary shareholders.

41. Approval of the financial statements

These financial statements were approved for issuing by the Board of Directors of the Company on 25 February 2022.



One Report 2021

Bam

Attachment 1

Information of the Directors, Executives, Controlling Persons, Head of Accounting and Finance, Person Directly in Charge of Account Preparation, and Company Secretary

Information of the Company's Directors as at the Date of This Document

1. Mrs. Tongurai Limpiti
Chairman
Age 65 year

Date of Appointment 17 April 2017

Shareholding Ratio in the Company (Amount/Percent)

- As at 1 Jan 2021, 100,000 shares
- As at 31 Dec 2021, 100,000 shares
- Trading during the year (none)
- Shareholding of 0.0031%

Family Relationship between Directors and Executives

None

Education/Training Experience

- Master of Business Administration (Finance, Investment and Accountancy) University of Wisconsin, Madison, USA
- Bachelor's Degree, Faculty of Commerce and Accountancy, Chulalongkorn University
- Advanced Management Program (AMP), Harvard Business School, USA
- The National Defense Course, Class 52, National Defense College of Thailand (NDC)
- Capital Market Academy Course - Class 12, Capital Market Academy (CMA)
- The Executive Program in Energy Literacy for a Sustainable Future, Class 1, Thailand Energy Academy
- Macroeconomic Challenges of Global Imbalances Programme, London School of Economics and Political Science, the United Kingdom
- Certificate Course: Corporate governance for Director and Senior Executive of State Enterprises and Public Organization (PDI), Class 12, King Prajadhipok's Institute
- Director Certification Program (DCP), Class 8/2001, Thai Institute of Directors
- Director Certification Program Update (DCPU) Class 5/2015, Thai Institute of Directors
- "Boards that Make a Difference" Program (BMD) Class 3/2016, Thai Institute of Directors (IOD)
- Advance Audit Committee Program (AACP) Class 33/2019, Thai Institute of Directors (IOD)
- Role of the Chairman Program (RCP) Class 46/2020, Thai Institute of Directors (IOD)
- IT Governance and Cyber Resilience Program (ITG) Class 14/2020, Thai Institute of Directors (IOD)

Work Experience

Jun 2021 - the date of this document	Member of Finance Committee Srisavarindhira Thai Red Cross Institute of Nursing / Higher Education Institution
Jun 2021 - the date of this document	Member of Restructuring Committee and Administrative Committee Chulalongkorn University / Higher Education Institution
Apr 2021 - the date of this document	Chairman of Investment Committee Thai President Foods Public Company Limited / Manufacturer and Distributor of Instant Noodle Products
2020 - the date of this document	Independent Director, Audit Committee Member and Risk and Compliance Committee Member Bank of Ayudhaya Public Company Limited
2019 - Dec 2019	Independent Director CIMB Group / Banking Business
2019 - the date of this document	Independent Director Member of Corporate Governance and Risk Management Committee Thai President Foods Public Company Limited / Manufacturer and Distributor of Instant Noodle Products

2018 - 2019	Committee / Chairman of the Audit Committee / Corporate Governance and Social Responsibility Committee Thai Credit Guarantee Corporation
2018 - the date of this document	Advisor CU Cancer Immunotherapy Fund / Cancer Treatment Research
2018 - 2019	Advisor SCB Abacus / A Subsidiary of SCB Group
2017 - the date of this document	Advisor Thai Investors Association / Promotion and Protection of Thai Investors' Rights
2017 - the date of this document	Chairman of the Board of Directors Bangkok Commercial Asset Management PLC
2017 - the date of this document	Member of the Finance and Property Policy Committee Srinakharinwirot University / Education Institution
2017 - the date of this document	Member of the Public Sector Development Subcommittee for Good Governance Promotion Office of the Public Sector Development Commission / Government Agency
2016 - the date of this document	Advisor Electronic Transactions Development Agency / Government Agency
2017-2019	Honorary Member of the Technology and Innovation-Based Enterprise Development Fund Management Committee Ministry of Science and Technology / Government Agency
2016 – 2018	Chairman / Independent Director Aira Factoring Co., Ltd. / Factoring Business
2016 - 2018	President, Bank of Thailand Employee's Thrift and Credit Cooperative Ltd. Bank of Thailand / Government Agency
2016 - 2017	Director / Vice President Bangkok Commercial Asset Management PLC / Asset Management Business
2014 - 2016	Deputy Governor, Financial Institutions Stability Bank of Thailand / Government Agency

2. Mr. Bunyong Visatemongkolchai*

Director
Chairman of the Executive Board
Vice Chairman of the Board of Directors
Age 64 year

Date of Appointment

- Director (6 July 2012)
- Chairman of the Executive Board (6 July 2012)
- Vice Chairman of the Board of Directors (2 July 2021)

Shareholding Ratio in the Company (Amount/Percent)

None

Family Relationship between Directors and Executives

None

Education/Training Experience

- Master of Laws, Temple University, School of Law, USA
- Bachelor of Laws, Thammasat University
- Mini MBA, Chulalongkorn University
- Deputy District Chief Training Course Class 48, Institute of Administration Development
- Capital Market Academy Program Class 5, Capital Market Academy (CMA)
- Director Accreditation Program (DAP) Class 119/2015, Thai Institute of Directors
- Advance Audit Committee Program (AACP) Class 30/2018, Thai Institute of Directors

Work Experience

Jul 2021 - the date of this document	Vice Chairman of the Board of Directors Bangkok Commercial Asset Management PLC / Asset Management Business
Jan 2021 - the date of this document	Chairman of the Board of Directors World Flex Plc. / Production and Distribution of Natural Rubber Thread
2019 - Apr 2021	Chairman of the Board of Directors

	Thai Credit Guarantee Corporation / Credit Guarantee Service for all types of SMEs entrepreneurs
2018 - Apr 2021	Director Thai Credit Guarantee Corporation/ Credit Guarantee Service for all types of SMEs entrepreneurs
2018 - the date of this document	Director / Managing Director TFD Real Estate Management Co., Ltd. / Trust Management Business
2017 - 2020	Independent Director / Audit Committee Latex Systems Public Company Limited / Manufacturer and Distributor of Mattresses and other Products made from Natural Latex
2017 - 2019	Director Able Asset Group Co., Ltd. / Real Estate Business
2018	Risk Oversight Committee / Acting President Bangkok Commercial Asset Management PLC / Asset Management Business
2016 - 2018	Director / Managing Director TFD Real Estate Management Co., Ltd. / Trust Management Business
2015 - 2017	Bank Director / Chairman of the Risk Management Committee / Executive Director / Corporate Governance and Social and Environmental Responsibility Committee / Nomination and Renumeration Committee Government Housing Bank / Financial Institution
2014 - 2016	Director JCK International Public Company Limited / Real Estate Business
2014 - 2016	Director Total Industrial Services Co., Ltd. / Real Estate Business

3. Ms. Wilai Tantinantana

Director
Nomination and Remuneration Committee
Chairman of the Corporate Governance and Social Responsibility Committee
Age 60 year

Date of Appointment

- Director (7 December 2018)
- Nomination and Remuneration Committee (4 January 2019)
- Chairman of the Corporate Governance and Social Responsibility Committee (3 May 2019)

Shareholding Ratio in the Company (Amount/Percent)

None

Family Relationship between Directors and Executives

None

Education/Training Experience

- Master's Degree in Economics (M.A), Tufts University, USA
- Bachelor of Science, Srinakharinwirot University
- Bachelor of Laws, Thammasat University
- Graduate Certificate (Master's Degree equivalent) in International Tax Program, Harvard University, USA
- Certificate of the National Defense Course Class 57, the National Defense College of Thailand
- Directors' Certification Program (DCP) Class 238/2017, Thai Institute of Directors
- Risk Management Program for Corporate Leaders (RCL) Class 2017, Thai Institute of Directors
- Board Nomination and Compensation Program (BNCP) Class 7/2019, Thai Institute of Directors
- Thai Information Technology Group (ITG) Class 11/2019, Thai Institute of Directors

Work Experience

2019 - 29 Nov 2021	Nomination and Renumeration Committee / Chairman of the Corporate Governance and Social Responsibility Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2018 - 29 Nov 2021	Committee Bangkok Commercial Asset Management PLC / Asset Management Business

2018 - 30 Sep 2021	Inspector - General of the Ministry of Finance Ministry of Finance / Government Agency
2015 - 2018	Principal Advisor on Excise Tax Strategy Excise Department / Government Agency
2013 - 2015	Deputy Director General of the Excise Department Excise Department / Government Agency
2009 - 2013	Director of Tax Planning Bureau Excise Department / Government Agency

4. Mr. Bundit Anantamongkol*
Chief Executive Officer
Director
Executive Director
Age 59 year

Date of Appointment
- Chief Executive Director (1 January 2021)
- Director (5 April 2019)
- Executive Director (5 April 2019)

Shareholding Ratio in the Company (Amount/Percent)
- As at 1 Jan 2021, 30,000 shares
- As at 31 Dec 2021, 30,000 shares
- Trading during the year (none)
- Shareholding of 0.0009%

Family Relationship between Directors and Executives
None

Education/Training Experience
- Master of Business Administration (Finance), Stirling University, UK
- Bachelor of Science (Chemistry), Chulalongkorn University
- Directors Certification Program (DCP) Class 75/2006, Thai Institute of Directors
- Advance Audit Committee Program (AACP) Class 30/2018, Thai Institute of Directors
- IT Governance and Cyber Resilience Program (ITG) Class 15/2020
- Risk Management Program for Corporate Leaders (RCL) Class 15/2019, Thai Institute of Directors

Work Experience

2021 - the date of this document	Chief Executive Officer / Member of the Risk Oversight Committee / Member of the Technology Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2020 - 2021	Member of the Corporate Governance and Social Responsibilities Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2019 - the date of this document	Committee / Executive Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2018 - the date of this document	Independent Committee / Investment Committee Vayupak Fund 1 / Mutual Fund
2017 – 1 Jan 2021	Independent Committee / Audit Committee/ Chairman of the Risk Management Committee Latex Systems Public Company Limited / Manufacturer and Distributor of Mattresses and other Products made from Natural Latex
2020 - the date of this document	Member of the Information and Digital Technology Governance Committee Thai Credit Guarantee Corporation / Specialized Financial Institution
2017 - 2020	Member of the Risk Oversight Committee Thai Credit Guarantee Corporation / Specialized Financial Institution
2017 - the date of this document	Independent Director / Chairman of the Investment Committee Thai Credit Guarantee Corporation/ Financial Institution (Ad Hoc)

2017 - the date of this document	Innovation Investment Committee Bangchak Initiative and Innovation Center
1996 - 2017	Deputy Director / Investment Director American International Assurance Co., Ltd. / Trustee and Property Management

5. Mr. Vasant Thienhom
Independent Director
Chairman of the Audit Committee
Chairman of the Nomination and Remuneration Committee
Age 66 year

Date of Appointment
- Independent Director (1 December 2017)
- Chairman of the Audit Committee (1 December 2017)
- Chairman of the Nomination and
- Remuneration Committee (1 December 2017)

Shareholding Ratio in the Company (Amount/Percent)
None

Family Relationship between Directors and Executives
None

Education/Training Experience
- Master of Laws (International Banking Laws), Boston University, USA
- Bachelor of Laws (Honours), Chulalongkorn University
- Barrister-at-Law. Institute of Legal Education (Thai Bar Association)
- Audit Committee Program (ACP) Class 39/2012, Thai Institute of Directors
- Director Certification Program (DCP) Class 3/2000, Thai Institute of Directors

Work Experience

Dec 2021 - the date of this document	Independent Director / Chairman of the Audit Committee Millennium Group Corporation (Asia) Co., Ltd.
2017 - the date of this Document	Independent Director / Chairman of the Audit Committee / Chairman of the Nomination and Remuneration Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2020	Chairman of the Audit Committee Thai Credit Guarantee Corporation / Credit Guarantee Service for All Types of SMEs Entrepreneurs
2017 – 2020	Audit Committee / Chairman of the Corporate Governance and Social Responsibility Committee Thai Credit Guarantee Corporation / Credit Guarantee Service for All Types of SMEs Entrepreneurs
2016 - the date of this document	Consultant and Specialist Securities and Exchange Commission / Agency Governing and Developing Thai Capital Market
2011 - 2015	Deputy Secretary - General Securities and Exchange Commission / Agency Governing and Developing Thai Capital Market

6. Mr. Yos Kimsawatde
Independent Director
Audit Committee
Chairman of the Technology Committee
Age 66 year

Date of Appointment
- Independent Director (14 November 2017)
- Audit Committee (14 November 2017)
- Chairman of the Technology
- Committee (4 June 2021)

Shareholding Ratio in the Company (Amount/Percent)
None

Family Relationship between Directors and Executives

None

Education/Training Experience

- Master of Management Information Systems, University of Louisville, Kentucky, USA
- Bachelor of Science in Statistics, Faculty of Commerce and Accountancy, Chulalongkorn University
- Director Accreditation Program (DAP) Class 148/2018, Thai Institute of Directors

Work Experience

4 Jun 2021 - the date of this document	Chairman of the Technology Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2019 - 3 Jun 2021	Risk Oversight Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2018 - the date of this document	Chairman of the Nomination and Remuneration Committee / Audit Committee/ Company Director (Independent Director) I&I Group Public Company Limited / Consulting Business in setting up information System
2017 - the date of this document	Independent Director / Audit Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2015 - the date of this document	Chairman of the Payment Systems Office The Thai Bankers' Association / Association

7. Mrs. Maneerat Srisaovajati

Independent Director
Audit Committee
Nomination and Remuneration Committee
Member of the Technology Committee
Age 63 year

Date of Appointment

- Independent Director (27 June 2018)
- Audit Committee (6 July 2018)
- Nomination and Remuneration Committee (7 August 2020)
- Member of the Technology Committee (4 June 2021)

Shareholding Ratio in the Company (Amount/Percent)

None

Family Relationship between Directors and Executives

None

Education/Training Experience

- MBA (Accounting) Illinois Institute of Technology, Chicago, Illinois, USA
- Bachelor of Accountancy (B.Acc.), Faculty of Commerce and Accountancy, Chulalongkorn University
- Director Accreditation Program (DAP) Class 150/2018, Thai Institute of Directors
- Directors Certification Program (DCP) Class 272/2018, Thai Institute of Directors
- Advance Audit Committee Program (AACP) Class 33/2019, Thai Institute of Directors
- Board Nomination and Compensation Program (BNCP) Class 10/2020

Work Experience

4 Jun 2021 - the date of this document	Member of the Technology Committee Bangkok Commercial Asset Management PLC / Asset Management Business
Aug 2020 - the date of this document	Nomination and Remuneration Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2019 - Aug 2020	Corporate Governance and Social Responsibility Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2018 - the date of this document	Independent Director / Audit Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2015 - 2017	Director of Federation of Accounting Professional Council FAP under the Royal Patronage of His Majesty the King / Professional Council

2012 - 2016	Alumni Association of the Faculty of Commerce and Accountancy, Chulalongkorn University / Association

8. Mr. Songpol Chevapanyaroj
Chairman of Risk Oversight Committee
Independent Director
Audit Committee
Age 49 year

Date of Appointment
- Chairman of Risk Oversight Committee (7 February 2020)
- Independent Director (1 November 2019)
- Audit Committee (1 November 2019)

Shareholding Ratio in the Company (Amount/Percent)
None

Family Relationship between Directors and Executives
None

Education/Training Experience
- MBA Finance, Case Western Reserve University, Ohio, USA
- B.S. Finance, University of Findlay, USA
- Senior Finance and Finance Executive Course, Class 3, Public Fiscal and Accounting Personnel Development Institute
- Director Certification Program (DCP) Class 231/2016, Thai Institute of Directors
- Corporate Governance for Capital Market Intermediaries (CGI) Class 7/2015, Thai Institute of Directors
- IT Governance and Cyber Resilience Program (ITG) Class 15/2020, Thai Institute of Directors

Work Experience

2020 - the date of this document	Chairman of the Risk Oversight Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2019 - the date of this document	President / Director Deposit Protection Agency / Government Agency which is not either a state agency or enterprise
2019 - the date of this document	Independent Director / Audit Committee / Risk Oversight Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2017 - the date of this document	Director Sabuy Technology Public Company Limited/ Financial transactions services through automatic machines and Distributor
2017 - 2019	Independent Director / Audit Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2017 - 2019	Director Dhanarak Asset Development Co., Ltd. / State Enterprise

9. Mr. Satorn Topothai*
Director
Executive Director
Nomination and Remuneration Committee
Age 63 year

Date of Appointment
- Director (3 April 2020)
- Executive Director (7 August 2020)
- Nomination and Remuneration Committee (7 August 2020)

Shareholding Ratio in the Company (Amount/Percent)
None

Family Relationship between Directors and Executives
None

Education/Training Experience
- Master's Degree (Banking Law Studies), Boston University, USA
- Master of Business Administration, Thammasat University
- Barrister-at-Law, Institute of Legal Education Thai Bar Association
- Bachelor of Law, Thammasat University

Work Experience

2020 - the date of this document	Director / Executive Director / Member of the Nomination and Remuneration Committee Bangkok Commercial Asset Management PLC / Asset Management Business
21 Oct 2020 - the date of this document	Chairman of the Audit Committee Financial Institutions Development Fund
15 Oct 2020 - the date of this document	Director Financial Institutions Development Fund
2016 - Mar 2019	President Deposit Protection Agency / Government Agency which is not either a state agency or enterprise
2014 - Aug 2016	Assistant Governor, Corporate Services Group Bank of Thailand / Financial Institution

10. Mr. Pisit Serewiwattana*
Director
Member of the Corporate Governance and Social Responsibilities Committee
Member of the Risk Oversight Committee
Age 60 year

Date of Appointment
- Director (5 March 2021)
- Member of the Corporate Governance and Social Responsibilities Committee (7 May 2021)
- Member of the Risk Oversight Committee (4 June 2021)

Shareholding Ratio in the Company (Amount/Percent)
None

Family Relationship between Directors and Executives
None

Education/Training Experience
- Master's Degree in Management & Human Relation, Abilene Christian University, Texas, USA
- Bachelor of Economics, Thammasat University
- Advanced Master of Management Program (AMM), Class 2/2018, National Institute of Development Administration.
- IT Governance and Cyber Resilience Program, Class 8/2018, Thai Institute of Directors Association.
- Director Certification Program (DCP), Class 200/2015, Thai Institute of Directors Association.
- Corporate Governance for Capital Market Intermediaries (CGI), Class 1/2014, Thai Institute of Directors Association.
- Capital Market Academy Leader Program (CMA), Class 17.
- Director Accreditation Program (DAP), Class 46/2005, Thai Institute of Directors Association.

Work Experience

Oct 2021 - the date of this document	Director JD Food Plc. / Manufacturer of Seasonings and Instant Foods
Oct 2021 - the date of this document	Independent Director/Member of the Audit Committee / Chairman of the Nomination and Remuneration Committee VGI Plc. / Advertising Services
Jun 2021 - the date of this document	Member of the Risk Oversight Committee Bangkok Commercial Asset Management PLC / Asset Management Business
May 2021 - the date of this document	Member of the Corporate Governance and Social Responsibilities Committee Bangkok Commercial Asset Management PLC / Asset Management Business
Mar 2021 - the date of this document	Director Bangkok Commercial Asset Management PLC / Asset Management Business
Mar 2018 - the date of this document	Director Thai-Japanese Association / Association
2016 - 2021	President Export-Import Bank of Thailand / Banking Business
2015 - 2016	Senior Executive Vice President, Investment and Financial Management Group Government Savings Bank/ Banking Business

2010 - 2014	Senior Vice President, Marketing Group Government Savings Bank / Banking Business
Jan 2015 - the date of this document	Director S Medical Co., Ltd. / Hospital Business
Mar 2012 - the date of this document	Director Synphaet Bangna Co., Ltd. / Hospital Business
Jul 2004 - the date of this document	Executive Director Seriruk Hospital Co., Ltd. / Hospital Business

Remark: *The Company's authorized signatories are any two of the four directors, namely (1) Mr. Bunyong Visatemongkolchai, (2) Mr. Bundit Anantamongkol, (3) Mr. Satorn Topothai and (4) Mr. Pisit Serewiwattana, to co-sign with the Company's seal affixed.

Information of Executives, Head of Accounting and Finance, and Person Directly in Charge of Account Preparation as at the Date of This Document

1. Mr. Bundit Anantamongkol
Chief Executive Officer
Director
Member of the Executive Committee
Age 59 year

Date of Appointment
- Chief Executive Director (1 January 2021)
- Director (5 April 2019)
- Member of the Executive Committee (5 April 2019)

Please refer to the profile of Mr. Bundit Anantamongkol presented in Item 1.4 of the Information of Directors above.

2. Mr. Somporn Moonsrikaew
President
Age 61 year

Date of Appointment 1 January 2021

Shareholding Ratio in the Company (Amount/Percent)
None

Family Relationship between Directors and Executives
None

Education/Training Experience
- Master of Public and Private Management, Graduate School of Public Administration, National Institute of Development Administration (NIDA)
- Bachelor of Education, Kasetsart University
- Director Accreditation Program (DAP) Class 150/2018, Thai Institute of Directors
- IT Governance Cyber Resilience Program (ITG) Class 15/2020, Thai Institute of Directors
- Capital Market Academy Program, Class 28, Capital Market Academy (CMA)

Work Experience

2021 - the date of this document	President, Business Group / Acting Senior Executive Vice President, Loan Restructuring and Sales Group 2 Bangkok Commercial Asset Management PLC / Asset Management Business
2018 - 2020	Director / President / Executive Director Bangkok Commercial Asset Management PLC / Asset Management Business
2019	Acting Senior Executive Vice President, Regional Loan Restructuring and Sales Group Bangkok Commercial Asset Management PLC / Asset Management Business
2018 - 2019	Risk Oversight Committee Bangkok Commercial Asset Management PLC / Asset Management Business
2013 - 2018	Executive Vice President of Sales Group Bangkok Commercial Asset Management PLC / Asset Management Business

2011 - 2013	Executive Vice President of Regional Loan Restructuring Group Bangkok Commercial Asset Management PLC / Asset Management Business
2010	Executive Vice President of Regional Loan Restructuring Group 1 Bangkok Commercial Asset Management PLC / Asset Management Business

3. Mr. Choopong Phokhasawadi
Senior Executive Vice President,
Loan Restructuring and Sales Group 1
Senior Executive Vice President,
Head Office Loan Restructuring Group
Age 56 year

Date of Appointment 2016 - the date of this document

Shareholding Ratio in the Company (Amount/Percent)
None

Family Relationship between Directors and Executives
None

Education/Training Experience

- Bachelor of Economics, (International Economics), Ramkhamhaeng University
- Special Lecture Course - Operational Guidelines for Companies registered in the Stock Exchange
- Digital Organization & Data Management Course
- OKR Course (Objectives and Key Results)
- Privacy Security Summit 2021

Work Experience

2021 - the date of this document	Senior Executive Vice President, Loan Restructuring and Sales Group 1 Bangkok Commercial Asset Management PLC / Asset Management Business
2016 - 2021	Senior Executive Vice President, Head Office Loan Restructuring Group Bangkok Commercial Asset Management PLC / Asset Management Business
2011 - 2016	Executive Vice President, Loan Restructuring Group 2 Bangkok Commercial Asset Management PLC / Asset Management Business

4. Mr. Suntis Wattanakul
Senior Executive Vice President,
Operational Supporting Group
Chief Financial Officer (CFO)
Age 54 year

Date of Appointment

- Senior Executive Vice President, Operational Supporting Group (2015 - the date of this document)
- Chief Financial Officer (CFO) (16 December 2011)

Shareholding Ratio in the Company (Amount/Percent)
None

Family Relationship between Directors and Executives
None

Education/Training Experience

- Master of Science Program in Applied Statistics, National Institute of Development Administration (NIDA)
- Master of Engineering (Computer and Engineering Management), Assumption University
- Bachelor's Degree, Thammasat Business School, Thammasat University
- BAM : MINI MBA Class 1 (BAM - Chulalongkorn University)
- Orientation for CFOs focusing on Financial Reporting Class 2018/1, FAP under The Royal Patronage
- Strategic CFO Course for Registered Company, Thailand Securities Institute (TSI), The Stock Exchange of Thailand
- New Financial Reporting Standards to be adopted in 2019 and 2020 Class 1/2019, FAP under The Royal Patronage
- Special Lecture Course - Operational Guidelines for Companies registered in the Stock Exchange
- Digital Organization and Data Management Course
- Understanding of AMLO Law Training Course
- OKR Course (Objectives and Key Results)
- Financial Risk Management for Asset Management Course
- E-learning CFO's Refresh Course
- Privacy Security Summit 2021
- Capital Market Academy Program, Class 31, Capital Market Academy (CMA)

Work Experience

2021 - the date of this document	Senior Executive Vice President, Operational Supporting Group Bangkok Commercial Asset Management PLC / Asset Management Business
2019 - the date of this document	Authorized Company Representative Pattanathorn Co., Ltd. / Real Estate Business
2019 - the date of this document	Authorized Company Representative Saha Panit Kitjaphan Co., Ltd. / Real Estate Business
2015 - 2020	Senior Executive Vice President, Operational Supporting Group Bangkok Commercial Asset Management PLC / Asset Management Business
2013 - the date of this document	Authorized Company Representative Sahathorn Co., Ltd. / Real Estate Business
2011 - the date of this document	Chief Financial Officer (CFO) Bangkok Commercial Asset Management PLC / Asset Management Business
2011 - 2015	Executive Vice President, Financial Management and Investment Group Bangkok Commercial Asset Management PLC / Asset Management Business
2009 - 2011	Executive Vice President, Loan Restructuring Group 1 Bangkok Commercial Asset Management PLC / Asset Management Business

5. Mr. Phongsathon Maneepim

Senior Executive Vice President,
Regional Loan Restructuring and Sales Group
Age 52 year

Date of Appointment 2019 - the date of this document

Shareholding Ratio in the Company (Amount/Percent)

None

Family Relationship between Directors and Executives

None

Education/Training Experience

- Bachelor of Laws, Thammasat University
- Barrister-at-Law. Institute of Legal Education (Thai Bar Association)
- Company Secretary Program (CSP), Thai Institute of Directors
- Company Reporting Program (CRP), Thai Institute of Directors
- Effective Minute Taking Program (EMT), Thai Institute of Directors
- Board Reporting Program (BRP), Thai Institute of Directors
- Special Lecture Course – Operational Guidelines for Companies registered in the Stock Exchange
- Digital Organization and Data Management Course
- OKR Course (Objectives and Key Results)

Work Experience

2021 - the date of this document	Senior Executive Vice President, Regional Loan Restructuring and Sales Group Bangkok Commercial Asset Management PLC / Asset Management Business
2019 - 2020	Senior Executive Vice President, Regional Loan Restructuring and Sales Group Bangkok Commercial Asset Management PLC / Asset Management Business
2015 - 31 Jul 2020	Company Secretary Bangkok Commercial Asset Management PLC / Asset Management Business
2017 - 2019	Executive Vice President, Loan Restructuring Group 1 Bangkok Commercial Asset

	Management PLC / Asset Management Business
2014 - 2017	Executive Vice President, Operational Supporting Group Bangkok Commercial Asset Management PLC / Asset Management Business
2009 – 2014	Executive Vice President, Corporate Supporting Group 1 Bangkok Commercial Asset Management PLC / Asset Management Business
2008	Vice President, Special Project Department Bangkok Commercial Asset Management PLC / Asset Management Business
2004 - 2007	Vice President, Legal Department Bangkok Commercial Asset Management PLC / Asset Management Business

6. Mr. Weeravej Sirichatchai
Senior Executive Vice President,
Corporate Supporting Group
Company Secretary
Age 49 year

Date of Appointment
- Senior Executive Vice President, Corporate Supporting Group (2020 - the date of this document)
- Company Secretary (1 August 2020)

Shareholding Ratio in the Company (Amount/Percent)
None

Family Relationship between Directors and Executives
None

Education/Training Experience
- Bachelor of Laws, Thammasat University
- Master of Laws, University of Illinois at Urbana - Champaign
- Board Reporting Program (BRP), IOD
- Company Reporting Program (CRP), IOD
- Digital Organization & Data Management Course
- Understanding of AMLO Law Training Course
- OKR (Objectives and Key Results)
- Financial Risk Management for Asset Management Course
- Company Secretary Program (CSP), IOD
- Effective Minutes Taking Program (EMT), IOD
- Company Secretary Profession Development Program 2021, Thai Listed Companies Association
- Introduction to Carbon Footprint Assessment for Organizations

Work Experience

2021 - the date of this document	Senior Executive Vice President, Corporate Supporting Group Bangkok Commercial Asset Management PLC / Asset Management Business
2020 - 2021	Senior Executive Vice President, Organizational Supporting Group Bangkok Commercial Asset Management PLC / Asset Management Business
2020 - the date of this document	Company Secretary Bangkok Commercial Asset Management PLC / Asset Management Business

7. Mr. Chanwit Kaveesoonthornsanoh
Executive Vice President, Financial Management and Investment Group
Age 49 year

Date of Appointment 2017 - the date of this document

Shareholding Ratio in the Company (Amount/Percent)
None

Family Relationship between Directors and Executives
None

Education/Training Experience
- Master of Science in Project Management, Drexel University, USA
- Bachelor's Degree in Business Administration, Thammasat Business School, Thammasat University
- Bachelor of Accountancy, School of Accountancy, University of Thai Chamber of Commerce
- Orientation for CFO Focusing on Financial Reporting Class 2018/1, FAP under The Royal Patronage

- Special Lecture Course – Operational Guidelines for Companies registered in the Stock Exchange
- Digital Organization & Data Management Course
- Understanding of AMLO Law Training Course
- The Leadership Grid Program (High Level)
- OKR Course (Objectives and Key Results)
- Financial Risk Management for Asset Management Course

Work Experience

2021 - the date of this document	Executive Vice President, Financial Management and Investment Group Bangkok Commercial Asset Management PLC / Asset Management Business
2017 - 2020	Executive Vice President, Financial Management and Investment Group Bangkok Commercial Asset Management PLC / Asset Management Business
2013 – 2017	Vice President, Financial Management and Investment Group Bangkok Commercial Asset Management PLC / Asset Management Business
2008 – 2013	Manager, Loan Restructuring Group 3-2 Bangkok Commercial Asset Management PLC / Asset Management Business
2007– 2008	Deputy Manager, Loan Restructuring Group 3-2 Bangkok Commercial Asset Management PLC / Asset Management Business

8. Mrs. Wannee Punkawong

Vice President Accounting Department
Age 52 year

Date of Appointment 1 October 2018

Shareholding Ratio in the Company (Amount/Percent)

None

Family Relationship between Directors and Executives

None

Education/Training Experience

- Master's Degree in Accounting, Faculty of Business Administration, University of Thai Chamber of Commerce
- Bachelor's Degree in Accounting, Faculty of Accounting, Bangkok University
- Training Course on the Preparation for the Issuance of Financial Statements and Tax Issues, Department of Business Development
- Training Courses on Financial Reporting Standards concerning Asset Management Business, Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.:
  1) Basic Principles and Accounting Processes for Accountants to Conclude Daily and Monthly Accounts as per the Financial Reporting Standards
  2) Significant Changes in Thai Financial Reporting Standards, International Financial Reporting Standards and Financial Reporting Standards for Asset Management Business
  3) Adjustment of Asset Management Business to Keep Up with Changes in Draft Financial Reporting Standards regarding Financial Instruments
  4) Basic Accounting on Asset Management Business for Strategic Management for Directors
  5) Advanced Study on Thai Financial Reporting Standards, International Financial Reporting Standards, and Financial Reporting Standards for Asset Management Business (Summary of the Key Principles and Operational Guidelines)
- Training Course on Accounting concerning Financial Instruments, FAP under the Royal Patronage of His Majesty the King
- New Financial Reporting Standards to be adopted in 2019 and 2020 Class, FAP under the Royal Patronage of His Majesty the King

- Special Lecture Course - Operational Guidelines for Companies registered in the Stock Exchange
- Digital Organization & Data Management Course
- The Leadership Grid Program (High Level)
- Workshop under the Personal Data Protection Act B.E.2562
- Understanding of Governance, Risk and Compliance for Operation
- Financial Risk Management for Asset Management, TFRS, 2020
- Calculation of Employee's Benefits and Obligations using Actuarial Science
- Self-Improvement for Leadership Enhancement
- Change Management for Executive
- Reading, Analyzing and Applying Cash Flow Statements for Annual Budgeting
- Criteria for Accounting Treatment and Guidelines on Recognition of Transactions under Current Accounting Standards
- Understanding Fair Value Measurement under TFRS13
- Management Accounting for Planning and Decision-Making, Class 3/21

Work Experience

2018 - the date of this document	Vice President of Accounting and Accountant Bangkok Commercial Asset Management PLC / Asset Management Business
2010 - 2018	Manager, Financial Management and Data Processing Group, Accounting and Finance Department Bangkok Commercial Asset Management PLC / Asset Management Business
2017	Acting Manager, Data Processing Group, Accounting and Finance Department Bangkok Commercial Asset Management PLC / Asset Management Business
2009 - 2010	Accounting System Development Group, Accounting and Finance Department Bangkok Commercial Asset Management PLC / Asset Management Business

9. Ms. Jatuporn Suwattanangkul
Vice President, Financial Management and Finance Department
Age 55 year

Date of Appointment 1 October 2020

Shareholding Ratio in the Company (Amount/Percent)
None

Family Relationship between Directors and Executives
None

Education/Training Experience

- Master of Business Administration (Executive Program), Faculty of Business Administration, Chiang Mai University
- Bachelor's Degree in Finance and Banking, Faculty of Business Administration, Ramkhamhaeng University
- Training Courses on Financial Reporting Standards concerning Asset Management Business: Basic Principles and Accounting Processes for Accountants to Conclude Daily and Monthly Accounts as per the Financial Reporting Standards
- BAM : MINI MBA Program Class 1-2561
- Financial Risk Management Course for Asset Management Business
- Training Course - Understanding Governance, Risk and Compliance
- Course on the Guidelines to Comply with the Ministry of Finance's Regulations on Public Procurement and Supplies Administration Act B.E. 2560
- Reflection Workshop – Sharing Experiences and Reflecting Behaviors
- Training Course on Turning Strategies into Success
- Manager as a Coach Program
- Risk Management and Internal Control Course
- Training Course on Public Company Limited Law
- Self-Improvement for Leadership Enhancement
- Change Management for Executive
- Reading, Analyzing and Applying Cash Flow Statements for Annual Budgeting

2020 - the date of this document	Director of Financial Management and Finance Bangkok Commercial Asset Management PLC / Asset Management Business
2009 - 2020	Manager, Sales/Rental Support, Accounts Receivable and NPA Department Bangkok Commercial Asset Management PLC / Asset Management Business
2007 - 2009	Deputy Manager, Sales/Rental Support, Accounts Receivable and NPA Department Bangkok Commercial Asset Management PLC / Asset Management Business

Information of Company Secretary as at the Date of This Document

Mr. Weeravej Sirichatchai
Senior Executive Vice President,
Corporate Supporting Group
Company Secretary
Age 49 year

Date of Appointment
- Senior Executive Vice President, Corporate Supporting Group (2020 - the date of this document)
- Company Secretary (1 August 2020)

Please refer to the profile of Mr. Weeravej Sirichatchai presented in Item 2.6 of the Information of Executives above.

Duties and Responsibilities of the Company Secretary

The Company Secretary shall perform his/her duties with in the scope of authorities and responsibilities specified in Section 89/15 and Section 89/16 of The Securities and Exchange Act including high accountability, carefulness and integrity in order to comply with the law, objectives, Company' regulations, Committee resolutions as well as the resolution in the Shareholder's Company Meeting. The duties of the Company Secretary subject to the Law are as follows:

Prepare and retain the documents as follows:

- Directors Register
- Invitation Letters to Attend the Board of Directors' Meeting, Board Meeting Minutes and Company's Annual Report
- Invitation Letters to the Annual General Meeting of Shareholders and Minutes of the Shareholder Meeting

Retain all stakeholder reports reported by the Directors or the Executives and deliver a copy of the stakeholder report per Section 89/14, to the Chairman of the Board of Directors and the Chairman of Audit Committee to acknowledge within 7 days from the day such report has been sent to the Company.

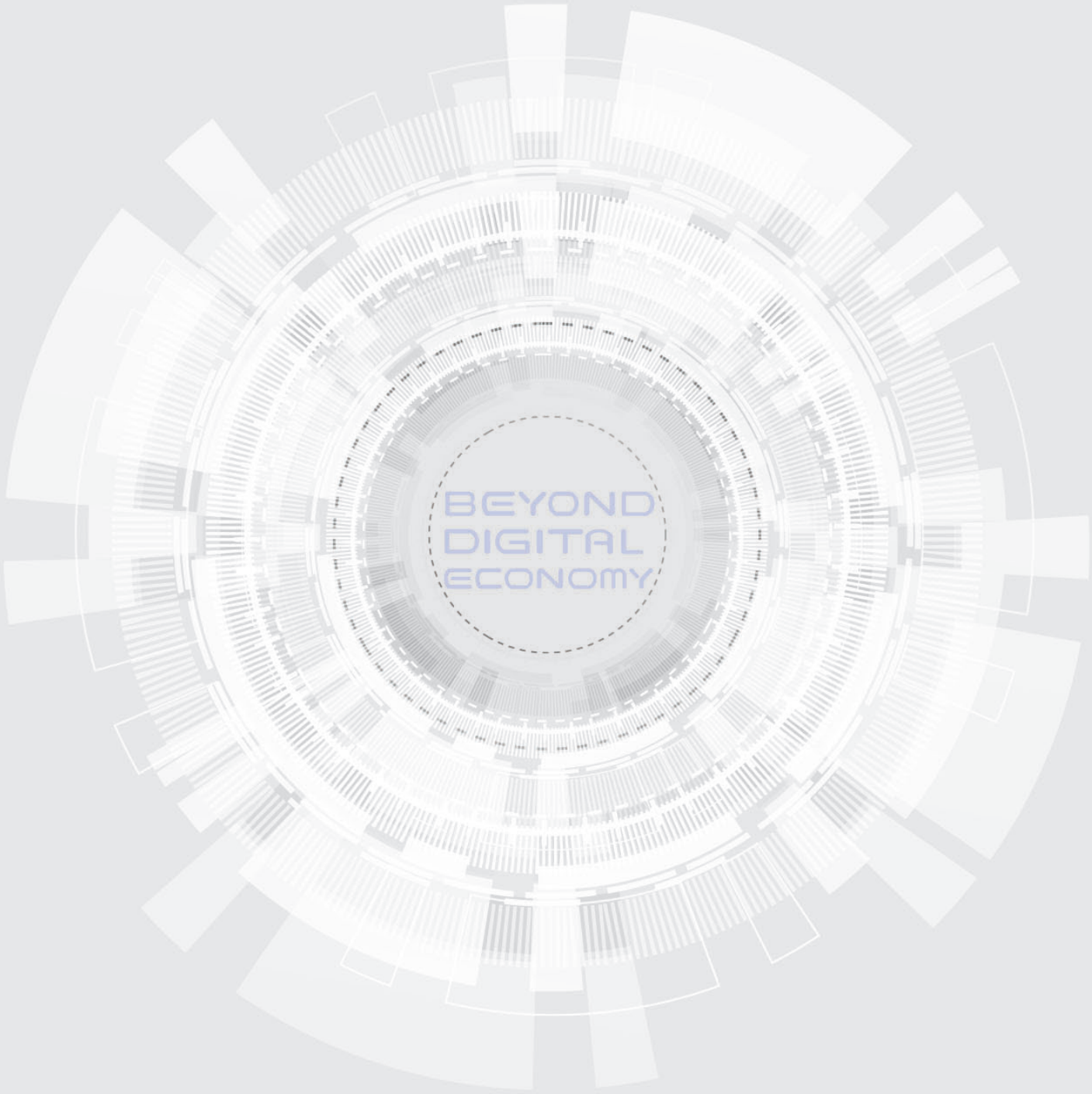
Perform other duties as announced and specified by the Capital Market Supervisory Board In addition, the Company Secretary shall perform other duties as assigned by the Company as follows:

- Organize the Board of Directors' and Shareholders Meetings.
- Coordinate with other internal agencies to comply with the Board of Directors and Shareholders' resolutions.
- Coordinate with other regulatory agencies for example, SEC, SET and supervise the disclosure of the Information reported to the regulatory agencies and public with accuracy and in accordance with the Law.
- Arrange an orientation as well as provide suggestions to the newly appointed Directors.
- Perform other duties as appointed by the Board of Directors

Attachment 2

Details of the Directors of the Subsidiary

- None -



Attachment 3

Details of Head of Internal Audit and Head of Compliance as at the Date of This Document

1. Miss Pannasri Diew-A-Nan

Vice President, Internal Audit Department
Age 55

Date of Appointment 1 October 2018
Shareholding Ratio in the Company (Percent) None
Family Relationship between Directors and Executives None
Education / Training Experience

- Master's Degree in Economic Development, National Institution of Development Administration
- Bachelor of Science Degree, King Mongkut's Institute of Technology Ladkrabang
- Modern Banking Executive Development Program (MOBEX)
- Executive Development Program (EDP), Chulalongkorn University
- BAM Mini MBA, Class 1, Chulalongkorn University
- Diploma: Chief Audit Executive, Class 1, Federation of Accounting Professions
- Diploma: Modern Human Resource Management and Development, TIBFA
- Diploma: Comprehensive Risk Management, Class 16, TIBFA
- Training course on Guideline on Compliance with Anti-Money Laundering Law, 2017
- Workshop on Corporate Governance Code (CG Code), 2018
- The Leadership Grid, 2020
- Risk IT Framework and Risk IT Practitioner Guide, ISACA, 2020
- PDPA for IT Management, Kasetsart University, 2020
- Effective Change Leader for Executive, 2021
- Chief Information Officer Program (Online), 2021

Work Experience

2018 - present	Vice President, Internal Audit Department Bangkok Commercial Asset Management Public Company Limited/ asset management business
2013 - 2018	Vice President, Corporate Development and Risk Management Department Bangkok Commercial Asset Management Public Company Limited/ asset management business
2011 - 2013	Vice President, Securities and Collateral Operations Department Bangkok Commercial Asset Management Public Company Limited/ asset management business
2008 - 2011	Vice President, Human Resources Department Bangkok Commercial Asset Management Public Company Limited/ asset management business

2. Mr. Suratin Sutin

Vice President, Corporate Governance and Compliance Department
Age 57

Date of Appointment 16 November 2021
Shareholding Ratio in the Company (Percent) None
Family Relationship between Directors and Executives None
Education / Training Experience

- Master of Business Administration, Kasetsart University
- Bachelor of Public Administration, Prince of Songkla University
- Risk Management and Internal Control
- Law on Public Limited Company

- Guideline on Compliance with Anti-Money Laundering Law
- Corporate Governance Code
- Guideline on Appropriate Operation as a Listed Company on the Stock Exchange
- Compliance with the Personal Data Protection Act B.E. 2562
- Knowledge and Understanding of Governance Risk and Compliance Operations
- Financial Risk Management for Asset Management Business

Work Experience

2021 - present	Vice President, Corporate Governance and Compliance Department Bangkok Commercial Asset Management Public Company Limited/ asset management business
2012 - 2021	Manager, Good Corporate Governance and Regulations Compliance Division Bangkok Commercial Asset Management Public Company Limited/ asset management business

Duties and Responsibilities of Head of Internal Audit

Head of Internal Audit is responsible for supervising Internal Audit Department, operating under the Internal Audit Department's Charter by adhering to the code of ethics, performing audit works and giving advice independently regarding risk management, internal control and corporate governance in order to improve internal control process and system to ensure adequacy, appropriateness and efficiency.

The task of Internal Audit Department consists of:

1. Assurance Services: Provided to the management to help improve risk management, internal control and corporate governance by applying professional skill in internal audit to the assessment of systems and regulations such as policies and regulations for operation established by the management to ensure that the objectives are achieved as expected, and give recommendations for improvement of the operational systems and regulations.

2. Consulting Services: Provided to the Audit Committee and the management with respect to risk management, internal control and corporate governance, without being jointly responsible as the management.

Duties and Responsibilities of Head of Compliance

Head of Compliance is responsible for supervising Corporate Governance and Compliance Department, which is composed of Good Corporate Governance and Regulations Compliance Division, Anti-Money Laundering Law Division, and Business Compliance and Review Division, whose duties and responsibilities are as follows:

Regulations Compliance Division

(1) Determine goals and operational plans for regulatory compliance in line with the regulations of external supervising authorities and based on the assessment of potential risks obtained from the supervision and review of operations and/or other information of the departments concerned with compliance with external regulations.

(2) Determine goals and operational plans for good corporate governance and anti-corruption policy in line with the corporate governance code of external supervising authorities and/or concerned authorities and based on the assessment of potential risks obtained from the supervision and monitoring of operations and/or other information of the departments concerned with good corporate governance.

(3) Supervise and review the operations of other departments to be in line with the rules, regulations, orders and articles of association of the Company to ensure compliance with the regulations prescribed by external supervising authorities such as the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, the Bank of Thailand, etc., as well as provide advice and preventive and remedial guidelines and report results of the review to the concerned executives and/or committees.

(4) Study the laws and regulations applicable to the business operation of the Company, continuously keep abreast of changes to those laws and regulations, and compile the information, issues relevant to regulatory compliance, and opinions and suggestions of the regulatory body for further revision and stipulation of additional monitoring measures.

(5) Provide advice to ensure that the stipulation of internal regulations, the issuance of rules, orders, notifications, regulations, and operational procedures, and the launch of new products and businesses of the Company are carried out correctly and in conformity with the regulations currently applicable by external agencies, and make a timely review and revision to always be in pace with changes to those applicable regulations.

(6) Identify or search for and evaluate the operational risk to ensure compliance with the laws, rules and regulations related to business operation, and coordinate with the concerned departments in developing a system for regulations compliance risk management.

(7) Provide advice to other departments to ensure their compliance with the regulations related to the Company's transactions, and notify the executives without delay when there is any change to the relevant external regulations.

(8) Review the reporting control process to ensure the submission of reports to external agencies is adequate, appropriate and compliant with the regulations.

(9) Educate the employees on all regulations related to operations and encourage the creation of awareness or the training for employees to gain knowledge and understanding and be able to correctly comply with all of the rules and regulations.

(10) Coordinate with the external supervising authorities to ensure the operations comply with the relevant regulations.

(11) Encourage all other departments to embrace the code of ethics in performing their duties.

(12) Review the determination of framework and guideline for good corporate governance operations in accordance with the principles/guidelines of the Securities and Exchange Commission (SEC) and/or other concerned agencies, including the anti-corruption policy and the handbook and practice guide on good corporate governance.

(13) Supervise and monitor the good corporate governance operations, including the anti-corruption policy, and submit a report to the concerned committees.

(14) Provide advice or suggestion regarding the good corporate governance operations and the anti-corruption policy to the executives and employees.

(15) Communicate and publicize the policy and/or practice guide on the good corporate governance and the anti-corruption policy and guideline through various channels in order to create the conscious mind and awareness of the importance of putting the principles of good corporate governance into practice.

(16) Perform other tasks as assigned.

Anti-Money Laundering Law Division

(1) Determine goals and operational plans for anti-money laundering, counter-terrorism and proliferation of weapon of mass destruction financing, IT regulations, and the Personal Data Protection Act in accordance with the said legislation and based on the assessment of potential risks obtained from the supervision and review of operations and/or other information of the departments concerned with compliance with the rules and policy on anti-money laundering and counter-terrorism and proliferation of weapon of mass destruction financing under the guidelines established by AMLO, including the IT regulations and the Personal Data Protection Act.

(2) Provide advice or suggestion to the executives and employees regarding compliance with the anti-money laundering law, the law governing counter-terrorism and proliferation of weapon of mass destruction financing, the IT regulations and the Personal Data Protection Act.

(3) Draw up measures, regulations, orders and handbook that align with the policy on anti-money laundering and counter-terrorism and proliferation of weapon of mass destruction financing under the guidelines established by AMLO, the IT regulations and the Personal Data Protection Act, and regularly review and revise the measures, regulations, orders and handbook.

(4) Establish and develop a system for reporting transactions and types of transactions that have reasonable grounds for suspicion to AMLO under the conditions and regulations prescribed in the anti-money laundering law and related regulations.

(5) Undertake management to develop and communicate information pertaining to anti-money laundering and counter-terrorism and proliferation of weapon of mass destruction financing to ensure the related work units could access and use the information in order to correctly comply with the regulations.

(6) Supervise and review the operations of all departments to be in line with the regulations, orders and guidelines established by AMLO, including the IT regulations and the Personal Data Protection Act, as well as provide advice and preventive and remedial guidelines and report results of the review to the concerned executives and/or committees.

(7) Provide opinion regarding the adequacy and appropriateness of the establishment or revision of the operational procedures of the Company to be in line with the anti-money laundering law, the law governing counter-terrorism and proliferation of weapon of mass destruction financing, the IT regulations and the Personal Data Protection Act.

(8) Review and monitor the submission of transaction reports of all departments concerned with the anti-money laundering law, and compile and submit the transaction reports under the law governing anti-money laundering via electronic means in order to support the transaction information under the conditions of AMLO.

(9) Compile the information, issues relevant to regulatory compliance, and opinions and suggestions of AMLO or other authorities for further development, revision and stipulation of additional monitoring measures.

(10) Encourage the training for employees to gain knowledge and understanding and be able to correctly comply with the rules, regulations, orders and articles of association of the Company under the guidelines prescribed by AMLO, including the IT regulations and the Personal Data Protection Act.

(11) Coordinate with AMLO, governmental agencies and external agencies to ensure the operations comply with the relevant regulations.

(12) Evaluate the operating staff's knowledge and understanding of the regulations and identify causes of any mistakes in order to seek preventive measures against any future risks.
(13) Perform other tasks as assigned.

Business Compliance and Review Division

(1) Determine goals and operational plans for business compliance and review in line with the policy, regulations, orders and internal business process of the Company and based on the assessment of potential risks obtained from the supervision and review of operations and/or other information of the departments concerned with compliance with internal regulations.
(2) Provide advice or suggestion to the executives and employees regarding compliance with the Company's regulations, including the policy, regulations, orders and internal business process of the Company.
(3) Supervise and review the operations of all departments to be in line with the rules, policy, regulations, orders and business process of the Company by focusing on the correctness of the key business processes that may affect the Company's financial position and performance such as gain on loans purchased of receivable, collateral, NPAs, receivables from Legal Execution Department, deposits for property purchase from auction sale, debt payment suspension account, etc., as well as provide advice and preventive and remedial guidelines and report results of the review to the concerned executives and/or committees.
(4) Provide opinion regarding the adequacy and appropriateness of the establishment or revision of the rules, regulations, orders and operational procedures of the Company.
(5) Compile the information, issues relevant to compliance with the Company's regulations, and opinions and suggestions of other internal work units for further development, revision and stipulation of additional monitoring measures.
(6) Encourage the training for employees to gain knowledge and understanding and be able to correctly comply with the rules, regulations, orders and articles of association of the Company.
(7) Coordinate with other internal work units to ensure the operations comply with the relevant regulations.
(8) Evaluate the operating staff's knowledge and understanding of the Company's regulations and identify causes of any mistakes in order to seek preventive measures against any future risks.
(9) Perform other tasks as assigned.

Attachment 4 Assets Used in Business Operation and Property Appraisal List

Fixed Assets

The details of the fixed assets recorded as of December 31, 2021 are as follows:

Assets	Nature of ownership	Net book value as of December 31, 2021 (Baht million)	Encumbrance
1. Land	As owner and lessee	789.5	None
2. Buildings	As owner and lessee	147.0	None
3. Building improvements	As owner and lessee	67.9	None
4. Equipment	As owner	148.6	None
5. Work in process	As owner	2.4	None
Total		**1,155.4**	

Land

(a) The table below shows the details of land owned by the Company:

Location and size of land (expressed in rai-ngan-square wah)	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
1. 99 Surasak Road, Silom Sub-district, Bang Rak District, Bangkok (4-0-47)	Location of the Head Office	535.5	None
2. 330/1-3 Moo 5, Phai Khwang - Lat Tan Road, Tha Rahat Sub-district, Mueang Suphan Buri District, Suphan Buri Province (0-1-51)	Location of the branch office	1.7	None
3. 127 Phahon Yothin Road, Pak Phrieo Sub-district, Mueang Saraburi District, Saraburi Province (0-1-99)	Location of the branch office	5.4	None
4. 603 Phet Kasem Road, Huai Chorakhe Sub-district, Mueang Nakhon Pathom District, Nakhon Pathom Province (0-0-74.8)	Location of the branch office	1.8	None
5. 194/2 Song Phon Road, Ban Pong Sub-district, Ban Pong District, Ratchaburi Province (0-1-31.1)	Location of the branch office	10.6	None
6. 227/27 Borommatrailokkanat Road, Nai Mueang Sub-district, Mueang Phitsanulok District, Phitsanulok Province (0-3-93)	Location of the branch office	4.3	None

Location and size of land (expressed in rai-ngan-square wah)	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
7. 1250/9-10 Moo 10, Phahon Yothin Road, Nakhon Sawan Tok Sub-district, Mueang Nakhon Sawan District, Nakhon Sawan Province (0-0-52.6)	Location of the branch office	2.1	Part of the land is under servitude and is used as underground drainage
8. 246 Thanalai Road, Wiang Sub-district, Mueang Chiang Rai District, Chiang Rai Province (0-1-1.6)	Location of the branch office	13.6	None
9. 207/11 Kaeo Nawarat Road, Wat Ket Sub-district, Mueang Chiang Mai District, Chiang Mai Province (0-1-40)	Location of the branch office	9.8	None
10. 115 Charoen Mueang Road, Wat Ket Sub-district, Mueang Chiang Mai District, Chiang Mai Province (0-1-89)	Location of the branch office	18.5	None
11. 399/7-8 Highway-Lampang-Ngao Road, Suan Dok Sub-district, Mueang Lampang District, Lampang Province (0-0-38)	Location of the branch office	3.0	None
12. 235 Charoen Mueang Road, Nai Wiang Sub-district, Mueang Phrae District, Phrae Province (0-1-78.05)	Location of the branch office	8.9	None
13. 30 Pho Klang Road, Nai Mueang Sub-district, Mueang Nakhon Ratchasima District, Nakhon Ratchasima Province (0-2-44)	Location of the branch office	20.6	None
14. 165, 167 Pho Si Road, Mak Khaeng Sub-district, Mueang Udon Thani District, Udon Thani Province (0-1-80.3)	Location of the branch office	24.7	None
15. 292 Na Mueang Road, Nai Mueang Sub-district, Mueang Khon Kaen District, Khon Kaen Province (0-1-53.1)	Location of the branch office	19.0	None
16. 7 Kantharalak Road, Warin Chamrap Sub-district, Warin Chamrap District, Ubon Ratchathani Province (0-1-10.7)	Location of the branch office	2.7	None
17. 83/5-7 Moo 2, Sukhumvit Road, Samet Sub-district, Mueang Chon Buri District, Chon Buri Province (0-0-96)	Location of the branch office	9.7	None
18. 79 Sukhumvit Road, Tha Pradu Sub-district, Mueang Rayong District, Rayong Province (0-1-43.2)	Location of the branch office	21.0	None

Location and size of land (expressed in rai-ngan-square wah)	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
19. 41 Moo 2, Phet Kasem Road, Khao Noi Sub-district, Pran Buri District, Prachuap Khiri Khan Province (0-2-34.8)	Location of the branch office	11.0	None
20. 14-14/1-2 Talat Mai Road, Talat Sub-district, Mueang Surat Thani District, Surat Thani Province (0-0-75.6)	Location of the branch office	2.1	None
21. 257 Phet Kasem Road, Hat Yai Sub-district, Hat Yai District, Songkhla Province (0-0-82.8)	Location of the branch office	24.9	None
22. 79, 81 Phiphit Phakdi Road, Sateng Sub-district, Mueang Yala District, Yala Province (0-0-59.6)	Location of the branch office	6.0	None
23. 5/5, 5/11 Chaofa Nok Road (Highway 402), Chalong Sub-district, Mueang Phuket District, Phuket Province (0-0-63.8)	Location of the branch office	2.0	None
24. 81/8 Phatthanakan Khu Khwang Road 98/2 Soi Mae Ang Thong Nai Mueang Sub-district, Mueang Nakhon Si Thammarat District, Nakhon Si Thammarat Province (0-1-69.7)	Location of the branch office	18.8	None
25. 242/8-9 Soi Wiphawadi Rangsit 82, Sanam Bin Sub-district, Don Mueang District, Bangkok (0-0-72)	Location of the branch office	9.0	None
26. 74/43-74/44 Bang Tin Pet Sub-district, Mueang District, Chachoengsao Province (0-1-08)	Location of the branch office	3.0	None
Total		789.5	

(b) The table below shows the details of land leased to the Company:

Location and size of land (expressed in rai-ngan-square wah)	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
1. 108/16-17 Maha Chakkraphat Road, Na Mueang Sub-district, Mueang Chachoengsao District, Chachoengsao Province (0-0-50)	Location of the branch office	-	None
Total		-	

Buildings

(a) The table below shows the details of buildings owned by the Company:

Characteristics and location	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
1. A 19-storied reinforced concrete building (including basement and roof-deck), 99 Surasak Road, Silom Sub-district, Bang Rak District, Bangkok	Location of the Head Office	75.3	None
2. A 3.5-storied reinforced concrete building (including mezzanine and garage), 330/1-3 Moo 5, Phai Khwang - Lat Tan Road, Tha Rahat Sub-district, Mueang Suphan Buri District, Suphan Buri Province	Location of the branch office	0.6	None
3. A reinforced concrete building, 127 Phahon Yothin Road, Pak Phrieo Sub-district, Mueang Saraburi District, Saraburi Province	Location of the branch office	13.6	None
4. A 3-storied commercial building (excluding roof-deck and mezzanine), 603 Phet Kasem Road, Huai Chorakhe Sub-district, Mueang Nakhon Pathom District, Nakhon Pathom Province	Location of the branch office	1.3	None
5. A 3-storied reinforced concrete building (including mezzanine), 194/2 Song Phon Road, Ban Pong Sub-district, Ban Pong District, Ratchaburi Province	Location of the branch office	1.0	None
6. A 1-storied reinforced concrete building (including mezzanine), 227/27 Borommatrailokkanat Road, Nai Mueang Sub-district, Mueang Phitsanulok District, Phitsanulok Province	Location of the branch office	0.1	None
7. A 3-storied reinforced concrete building (including roof-deck), 1250/9-10 Moo 10, Phahon Yothin Road, Nakhon Sawan Tok Sub-district, Mueang Nakhon Sawan District, Nakhon Sawan Province	Location of the branch office	0.6	None
8. A 3-storied reinforced concrete building (including basement garage and roof-deck), 246 Thanalai Road, Wiang Sub-district, Mueang Chiang Rai District, Chiang Rai Province	Location of the branch office	1.5	None
9. A 5-storied reinforced concrete building (including roof-deck), 207/11 Kaeo Nawarat Road, Wat Ket Sub-district, Mueang Chiang Mai District, Chiang Mai Province	Location of the branch office	2.1	None
10. A 3-storied reinforced concrete building, 155 Charoen Mueang Road, Wat Ket Sub-district, Mueang Chiang Mai District, Chiang Mai Province	Location of the branch office	1.6	None

Characteristics and location	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
11. A 4-storied reinforced concrete building, 399/7-8 Highway-Lampang-Ngao Road, Suan Dok Sub-district, Mueang Lampang District, Lampang Province	Location of the branch office	0.8	None
12. A 3-storied reinforced concrete building, 235 Charoen Mueang Road, Nai Wiang Sub-district, Mueang Phrae District, Phrae Province	Location of the branch office	0.7	None
13. A 3-storied reinforced concrete building (including mezzanine and garage), 30 Pho Klang Road, Nai Mueang Sub-district, Mueang Nakhon Ratchasima District, Nakhon Ratchasima Province	Location of the branch office	1.5	None
14. A 2-storied reinforced concrete building (including mezzanine and a 1-storied garage building) 165, 167 Pho Si Road, Mak Khaeng Sub-district, Mueang Udon Thani District, Udon Thani Province	Location of the branch office	1.8	None
15. A 3-storied reinforced concrete building (including mezzanine, roof-deck and garage), 292 Na Mueang Road, Nai Mueang Sub-district, Mueang Khon Kaen District, Khon Kaen Province	Location of the branch office	1.6	None
16. A 3-storied reinforced concrete building (including roof-deck), 7 Kantharalak Road, Warin Chamrap Sub-district, Warin Chamrap District, Ubon Ratchathani Province	Location of the branch office	0.5	None
17. A 3.5-storied reinforced concrete building, 83/5-7 Moo 2, Sukhumvit Road, Samet Sub-district, Mueang Chon Buri District, Chon Buri Province	Location of the branch office	0.7	None
18. A 4.5-storied reinforced concrete building, 79 Sukhumvit Road, Tha Pradu Sub-district, Mueang Rayong District, Rayong Province	Location of the branch office	3.5	None
19. A 3-storied reinforced concrete building (including a 1-storied garage building), 41 Moo 2, Phet Kasem Road, Khao Noi Sub-district, Pran Buri District, Prachuap Khiri Khan Province	Location of the branch office	0.8	None
20. A 4-storied reinforced concrete building, 14-14/1-2 Talat Mai Road, Talat Sub-district, Mueang Surat Thani District, Surat Thani Province	Location of the branch office	1.2	None

Characteristics and location	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
21. A 4-storied reinforced concrete building, 257 Phet Kasem Road, Hat Yai Sub-district, Hat Yai District, Songkhla Province	Location of the branch office	5.0	None
22. A 3-storied reinforced concrete building, 79, 81 Phiphit Phakdi Road, Sateng Sub-district, Mueang Yala District, Yala Province	Location of the branch office	1.1	None
23. A 3-storied reinforced concrete building, 5/5, 5/11 Chaofa Nok Road (Highway 402), Chalong Sub-district, Mueang Phuket District, Phuket Province	Location of the branch office	3.5	None
24. Two units of 4-storied reinforced concrete building (including mezzanine and roof-deck), 242/8-9 Soi Wiphawadi Rangsit 82, Sanam Bin Sub-district, Don Mueang District, Bangkok	Location of the branch office	4.3	None
25. A 3-storied reinforced concrete building, 81/1 Phatthanakan Khu Khwang Road, 98/2 Soi Mae Ang Thong, Nai Mueang Sub-district, Mueang Nakhon Si Thammarat District, Nakhon Si Thammarat Province	Location of the branch office	18.0	None
26. A 3-storied commercial building, 74/43-74/44 Bang Tin Pet Sub-district, Mueang District, Chachoengsao Province	Location of the branch office	3.7	None
Total		**147.0**	

(b) The table below shows the details of buildings leased to the Company:

Characteristics and location	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
1. A 3.5-storied commercial building, 108/16-17 Maha Chakkraphat Road, Na Mueang Sub-district, Mueang Chachoengsao District, Chachoengsao Province	Location of the branch office	-	None
Total		**-**	

Building improvements

(a) The table below shows the details of improvement of buildings owned by the Company:

Characteristics and location	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
1. 99 Surasak Road, Silom Sub-district, Bang Rak District, Bangkok	Office	25.4	None
2. 330/1-3 Moo 5, Phai Khwang–Lat Tan Road, Tha Rahat Sub-district, Mueang Suphan Buri District, Suphan Buri Province	Office	0.04	None
3. 127 Phahon Yothin Road, Pak Phrieo Sub-district, Mueang Saraburi District, Saraburi Province	Office	-	None
4. 603 Phet Kasem Road, Huai Chorakhe Sub-district, Mueang Nakhon Pathom District, Nakhon Pathom Province	Office	1.7	None
5. 194/2 Song Phon Road, Ban Pong Sub-district, Ban Pong District, Ratchaburi Province	Office	3.1	None
6. 227/27 Borommatrailokkanat Road, Nai Mueang Sub-district, Mueang Phitsanulok District, Phitsanulok Province	Office	5.6	None
7. 1250/9-10 Moo 10, Phahon Yothin Road, Nakhon Sawan Tok Sub-district, Mueang Nakhon Sawan District, Nakhon Sawan Province	Office	3.3	None
8. 246 Thanalai Road, Wiang Sub-district, Mueang Chiang Rai District, Chiang Rai Province	Office	0.6	None
9. 207/11 Kaeo Nawarat Road, Wat Ket Sub-district, Mueang Chiang Mai District, Chiang Mai Province	Office	0.0	None
10. 115 Charoen Mueang Road, Wat Ket Sub-district, Mueang Chiang Mai District, Chiang Mai Province	Office	2.3	None
11. 399/7-8 Highway-Lampang-Ngao Road, Suan Dok Sub-district, Mueang Lampang District, Lampang Province	Office	1.5	None
12. 235 Charoen Mueang Road, Nai Wiang Sub-district, Mueang Phrae District, Phrae Province	Office	0.5	None
13. 30 Pho Klang Road, Nai Mueang Sub-district, Mueang Nakhon Ratchasima District, Nakhon Ratchasima Province	Office	0.0	None
14. 165, 167 Pho Si Road, Mak Khaeng Sub-district, Mueang Udon Thani District, Udon Thani Province	Office	0.0	None
15. 292 Na Mueang Road, Nai Mueang Sub-district, Mueang Khon Kaen District, Khon Kaen Province	Office	0.0	None
16. 7 Kantharalak Road, Warin Chamrap Sub-district, Warin Chamrap District, Ubon Ratchathani Province	Office	0.5	None

Characteristics and location	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
17. 83/5-7 Moo 2, Sukhumvit Road, Samet Sub-district, Mueang Chon Buri District, Chon Buri Province	Office	0.0	None
18. 79 Sukhumvit Road, Tha Pradu Sub-district, Mueang Rayong District, Rayong Province	Office	0.0	None
19. 41 Moo 2, Phet Kasem Road, Khao Noi Sub-district, Pran Buri District, Prachuap Khiri Khan Province	Office	3.6	None
20. 14-14/1-2 Talat Mai Road, Talat Sub-district, Mueang Surat Thani District, Surat Thani Province	Office	3.6	None
21. 257 Phet Kasem Road, Hat Yai Sub-district, Hat Yai District, Songkhla Province	Office	5.7	None
22. 79, 81 Phiphit Phakdi Road, Sateng Sub-district, Mueang Yala District, Yala Province	Office	1.6	None
23. 5/5, 5/11 Chaofa Nok Road (Highway 402), Chalong Sub-district, Mueang Phuket District, Phuket Province	Office	5.9	None
24. 242/8-9 Soi Wiphawadi Rangsit 82, Sanam Bin Sub-district, Don Mueang District, Bangkok	Office	2.8	None
Total		67.9	

(b) The table below shows the details of improvement of buildings leased to the Company:

Location and size of land (expressed in rai-ngan-square wah)	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
1. 108/16-17 Maha Chakkraphat Road, Na Mueang Sub-district, Mueang Chachoengsao District, Chachoengsao Province	Office	-	None
Total		-	

Equipment

The table below shows the details of equipment owned by the Company:

Type	Objective of possession	Net book value as of December 31, 2021 (Baht million)	Encumbrance
1. Furniture	Supporting the Company's business operation	26.5	None
2. Office equipment	Supporting the Company's business operation	10.1	None
3. Vehicles	Supporting the Company's business operation	92.2	None
4. Computers	Supporting the Company's business operation	19.8	None
Total		**148.6**	

Intangible Assets

Assets	Objective	Net book value as of December 31, 2021 (Baht million)
Computer software	Supporting the Company's business operation	25.2
Total		**25.2**

Moreover, on January 29, 2016, the Company registered its trademarks, service marks and logo with the Department of Intellectual Property, Ministry of Commerce, in order to prevent outsiders from registering the Company's trademarks and wrangling over the right to use such trademarks in the future. Nonetheless, under the terms and conditions of such trademark registration, the Company expressed its intention to not reserve as its sole and exclusive right to use the Thai characters "บสก" ("BorSorKor" - the abbreviation of the Company's Thai name) because they are ordinary letters not created with distinctive characteristics in accordance with Section 17 of the Trademark Act B.E. 2534 (as amended). The said trademark registration is valid for a period of 10 years after the registration date and can be renewed for subsequent terms of 10 years each.

Insurance Agreements

The Company has a policy to take out fire insurance for buildings which are collateral underlying its NPLs and NPAs and to appoint itself as the beneficiary of the insurance policy, with the insured amount covering the appraised value of the buildings.

Moreover, the Company has executed a property insurance agreement for its Head Office and branch offices and an auto insurance agreement for its vehicles, the details of which are as follows:

Property Insurance Agreement for principal office and branch offices

Insurer	Thai Insurance Public Company Limited
Insured	The Company
Beneficiary	The Company

Insured properties	Structures and buildings (excluding the foundation); decoration and renovation thereof; advertisement boards, equipment, components or any parts of the advertisement boards that bear the Company's name (but not commercially used boards); furniture, fixtures and fittings, computers (excluding notebooks) and computer equipment of the principal office and all branch offices
Insurance period	From December 31, 2020 (4:30 p.m.) to December 31, 2021 (4:30 p.m.)
Sum insured	Baht 1,320,353,149.56 in total
Policy type	Property risk insurance
Coverage/ Limited liability	1. Insurance against all types of risks for physical damage or loss of the insured properties as a result of any accidents arising from all types of external causes under the terms, conditions and exceptions of the standard property insurance form (OIC Standard Form), with limited liability applied to the following perils that occur to the principal office and branch offices of the Company: 1.1 Windstorm, flood, earthquake, volcanic eruption, underwater wave or Tsunami, and hail; 1.2 Damage or loss from theft, with clear signs of intrusion of the insured properties, plunder and robbery; 1.3 Damage or loss against electrical appliances; 1.4 Damage or loss against permanently installed glass panels and/or glass panels that are integral parts of the structure; and 1.5 Damage or loss against machinery. 2. Third party liability The insurer agrees to be responsible for paying the indemnity on the Company's behalf for the damage or loss incurred to the third party that the Company is liable to, in accordance with the law, as a result of or caused by accidents arising from its business operation or in relation to the insured business under the sum insured of the limited liability for the following losses: 2.1 Loss of life and body, injury, illness or health of the third party; and 2.2 Loss of or damage to the third party's property.

Auto Insurance Agreements

The Company has the policy to enter into auto insurance agreements for all vehicles used for supporting its business operation with various insurance companies on a yearly basis, with the Company endorsed as the beneficiary in accordance with the terms and conditions of those policies, with the insurance term of about one year. As of December 31, 2021, the Company took out the insurance for 326 vehicles, with the total sum insured of Baht 170.14 million.

Business Operation Registration

The Company was approved for registration as an asset management company, the details of which are as follows:

Registration Certificate	Approver	Registration term
Asset Management Company Registration Certificate No. 001/2542, for the purpose of operating as an asset management company under the Emergency Decree on Asset Management Company	Bank of Thailand	Indefinite term

Lease Agreements

As of December 31, 2021, the Company has the leasehold right under the sub-lease agreement for a 3.5-storied commercial building located in Chachoengsao Province, the details of which are as follows:

The leasehold right under the sub-lease agreement for a 3.5-storied commercial building in Chachoengsao Province

Contract parties	Mrs. Jeeranan Siangthanawat ("the Sub-lessor") and the Company ("the Sub-lessee")
Agreement date	September 29, 2021.
Sub-leased property	Two units of 3.5-storied commercial building, located at 108/16-17 Maha Chakkraphat Road, Na Mueang Sub-district, Mueang Chachoengsao District, Chachoengsao Province.
Characteristics of the agreement	The Sub-lessor agrees to give the Sub-lessee the leasehold right to the property with the objective of using it as an office for conducting the Sub-lessee's business operation only, whereas the Sub-lessor is a lessee under the Lease Agreement dated February 14, 2005 between the State Railway of Thailand and the Sub-lessor.
Lease term	The leasehold right under this Sub-Lease Agreement is valid for a period of 10 years, from October 1, 2021 to September 30, 2023.

Policy on investment in subsidiaries or associated companies

As of December 31, 2021, the Company does not have any subsidiary and/or associated companies. However, if in the future the Company conducts any investment that will thereby create a subsidiary and/or associated companies, the Company will formulate an operational framework in accordance with its investment policy whereby the investment must be made in the entities that contribute to business operation of the group and help to achieve synergy or deliver benefit or return on investment in such companies.

In this regard, the Company will mainly invest in the entities that have the same objectives of business operation as those of the Company's core business or the entities that are similar in nature to the Company or whose business will support the Company's business, which will enable the Company to achieve better performance or higher profit. The Company will also invest in the entities that can create synergy, which will lead to a more comprehensive operation of its core business and, thus, enhance its competitiveness.

Nevertheless, the acceptance of transfer of securities (shares) from the debt restructuring process and the purchase of NPAs, which are securities, from financial institutions under the Emergency Decree on Asset Management Company, which are parts of the Company's business operations, will not be considered as a form of investment made in the subsidiaries and/or associated companies under this policy as the Company will further sell out those securities in due course.

Property appraisal list

- None -

Attachment 5 Code of Ethics*

Best Practices in Business Operation

To show its intention of upholding good corporate governance and business ethics, the Company has put in place the best practices in business operation to be an operational guideline and promote its good corporate governance. The persons required to abide by the best practices in the Code of Ethics are divided into three levels as follows:

1. Director level including the Board of Directors and the directors of the Company (with the meaning as specified in the Key Definitions)
2. Top management and executive level (with the meaning as specified in the Key Definitions)
3. Employee level (with the meaning as specified in the Key Definitions)

The Company has incorporated the best practices in business operation into the Code of Ethics to provide a clear guideline on all operations so as to achieve good corporate governance, as follows:

1. Best Practices: Prevention of the Use of Inside Information

Director Level

(1) Do not use either inside information of the Company or information of customers, debtors, creditors, trade partners, business alliances, and stakeholders of the Company that one has accessed from overseeing the business for seeking a personal or related person's benefit or for performing any act that may cause the Company to lose the overall benefit.

(2) Designate a public relations unit to communicate with the top management, executives and employees across the organization so that they would acknowledge and abide by the laws, rules, regulations and best practices on prevention of the use of inside information of the Company for seeking a personal or related person's benefit or for performing any act that may cause the Company to lose the overall benefit.

(3) Do not seek a benefit from the use of inside information of the Company even though one has already been terminated from employment or duty.

Top Management and Executive Level

(1) Do not use either inside information of the Company or information of customers, debtors, creditors, trade partners, business alliances, and stakeholders of the Company that one has accessed from performing one's duty for seeking a personal or related person's benefit or for performing any act that may cause the Company to lose the overall benefit.

(2) Notify one's subordinates to abide by the laws, rules, regulations and best practices on prevention of the use of inside information of the Company for seeking a personal or related person's benefit or for performing any act that may cause the Company to lose the overall benefit.

(3) Do not seek a benefit from the use of inside information of the Company even though one has already been terminated from employment or duty.

Employee level

(1) Do not use either inside information of the Company or information of customers, debtors, creditors, trade partners, business alliances, and stakeholders of the Company that one has accessed from performing one's duty for seeking a personal or related person's benefit or for performing any act that may cause the Company to lose the overall benefit.

*Reference from BorSorKor (Vor) 062/2018 regarding the Code of Conduct Manual 2018

(2) Maintain and keep confidential for an indefinite period of time the information relating to customers and transactions conducted by customers jointly with the Company that one has accessed from performing one's duty or from other channels.

(3) Do not seek a benefit from the use of inside information of the Company even though one has already been terminated from employment or duty.

2. Best Practices: Treatment of Stakeholders

2.1 Best Practices: Treatment of Shareholders

Director Level

(1) Be committed to embracing good corporate governance and creating benefits for shareholders with righteousness and ethics, and use one's knowledge and skill for performing duty to the best of one's ability.

(2) Oversee and ensure that the Company discloses documents and information in a sufficient, complete, correct and timely manner to shareholders through the Company's various communication channels as deemed appropriate for each situation to be a basis for effective decision-making.

Top Management and Executive Level

(1) Be committed to managing the business to create benefits for shareholders with responsibility, carefulness and integrity, and use one's knowledge and skill for performing duty to the best of one's ability.

(2) Ensure that documents and information are disclosed in a sufficient, complete, correct and timely manner to shareholders through the Company's various communication channels as deemed appropriate for each situation to be a basis for effective decision-making.

Employee Level

(1) Be committed to operating the business to create benefits for shareholders with responsibility, carefulness and integrity, and use one's knowledge and skill for performing duty to the best of one's ability.

(2) Carry out the disclosure of documents and information in a sufficient, complete, correct and timely manner to the executives to be a basis for effective decision-making.

2.2 Best Practices: Treatment of the Government Sector

Director Level

(1) Designate a unit to be responsible for ensuring that the Company comply completely and strictly with the laws, rules, regulations, guidelines, measures and policies prescribed by the regulatory government agencies.

(2) Oversee and ensure that the Company supports the operations of the government sector as a part to help create the country's overall economic and social stability and prosperity.

Top Management and Executive Level

(1) Comply completely and strictly with the laws, rules, regulations, guidelines, measures and policies prescribed by the regulatory government agencies.

(2) Support and cooperate in the operations of the government sector as a part to help create the country's economic and social stability and prosperity by performing one's duty transparently and efficiently.

Employee Level

(1) Comply completely and strictly with the laws, rules, regulations, guidelines, measures and policies prescribed by the regulatory government agencies.

(2) Cooperate in the operations of the government sector as a part to help create the country's economic and social stability and prosperity by performing one's duty transparently and efficiently.

2.3 Best Practices: Treatment of Employees

Director Level

(1) Oversee and ensure that the Company adopts the policy and guidelines on treatment of employees with fairness and respect for their individuality and human dignity.

(2) Ensure that there is in place a system for performance evaluation and determination of compensation and welfare that are fair to the employees and compatible with the operating results and economic and employment condition, and do not perform any act that is against the labor law.

(3) Oversee and ensure that the Company strictly complies with the employee-related laws and regulations.

(4) Encourage the Company to provide a workplace that fits with the nature of work and maintain the work environment that is suitable and safe for employees' life and property.

(5) Oversee and ensure that the Company manages and develops employees' knowledge and capability on a regular and comprehensive basis.

(6) Do not perform any act that is a tort or threat, whether by verbal or physical conduct, against the others because of the difference in national origin, race, gender, religion, age, color, physical and mental disability, financial status, ancestry, education, and political opinion.

Top Management and Executive Level

(1) Treat employees with politeness and respect for their individuality and human dignity.

(2) Determine compensation and welfare that are fair to the employees and compatible with the operating results and economic and employment condition, and do not perform any act that is against the labor law.

(3) Provide a workplace that fits with the nature of work and maintain the work environment that is suitable and safe for employees' life and property.

(4) Embrace fairness and treat all subordinates with equality and kindness, and ensure that the appointment, rotation, rewarding and punishment of employees are conducted with honesty and on the basis of knowledge, ability and suitability of the individual employees.

(5) Give importance to the development of employees' knowledge and capability, and pay attention to and develop employees so that they could perform their duties efficiently and are ready for promotion to a higher position on a future occasion by transferring knowledge in their work and encouraging them to undergo training and enhance their knowledge and experience on a regular basis.

(6) Listen to the employees' opinions and suggestions based on their professional knowledge.

(7) Comply strictly with the employee-related laws and regulations.

(8) Undertake management without instigating, slandering or causing any fight that will lead to disunity, and help to bring about unity and solidarity among the employees.

(9) Do not perform any act that is a tort or threat, whether by verbal or physical conduct, against the others because of the difference in national origin, race, gender, religion, age, color, physical and mental disability, financial status, ancestry, education, and political opinion.

Employee Level

(1) Perform duty in a way that brings about good coordination and cooperation.

(2) Respect and listen to colleagues' opinions and suggestions, and apply them in a way that is useful to the Company's business.

(3) Perform duty to the best of one's potential, knowledge and ability and do not omit to perform duty under one's responsibility that will affect the success of one's work or the work of colleagues and team members in which one has participated.

(4) Give assistance, where appropriate, to any colleagues faced with problems or obstacles in performing their duties.

(5) Be sincere to colleagues and avoid any gossip whether in front of or behind them.

(6) Avoid disclosing or criticizing information or matter about other employees, whether regarding their work or private matter, in a way that will cause damage to them or to the Company's image.

(7) Perform duty without creating any problem or conflict at work.

(8) Maintain unity among colleagues and cooperate in working as a group in order to achieve the assignment according to the Company's policy and goals.

2.4 Best Practices: Treatment of Customers

Director Level

(1) Oversee and ensure that the Company delivers products and services of good quality meeting customers' requirements with fair conditions and prices.

(2) Designate a unit to be responsible for dissemination of information about products and services in an accurate, complete, adequate and timely manner without overstating the extent of the information or misleading about the quality, prices and terms and conditions of the products and services.

(3) Oversee and ensure strict compliance with the terms and conditions or agreements with customers under the relevant laws and regulations.

(4) Ensure that there are in place the system and procedures for customer complaints about the quality and prices of products and services, and join in acknowledging the reports in order to provide remarks and suggestions for resolving those complaints in a quick and timely manner.

(5) Encourage the confidentiality of customer information obtained by the Company from joint conduct of transactions, and formulate the policy, guidelines or measures for prevention of the unethical use of such information for a personal or group benefit.

(6) Ensure that there is in place the mechanism for regular supervision, monitoring and evaluation of the delivery of products and services to customers in order to improve, refine and develop the Company's products and services to better address customers' needs.

Top Management and Executive Level

(1) Manage and ensure the delivery of products and services of good quality meeting customers' requirements with fair conditions and prices and the provision of advice on the products and services to achieve customer satisfaction as deemed fit and fair.

(2) Be sincere to customers by ensuring the dissemination of information about products and services in an accurate, complete, adequate and timely manner without overstating the extent of the information or misleading about the quality, prices and terms and conditions of the products and services, and keep promises to customers without overpromising what could not be delivered.

(3) Ensure strict compliance with the terms and conditions or agreements with customers under the relevant laws and regulations, and, where any of the conditions could not be fulfilled, promptly so notify customers and take action to ensure customer satisfaction as deemed fit and fair.

(4) Manage and put in place the system and procedures for customer complaints about the quality and prices of products and services, handle those complaints, and promptly respond to customers.

(5) Ensure the confidentiality of customer information obtained by the Company from joint conduct of transactions, and formulate the guidelines or measures for prevention of the unethical use of such information for a personal or group benefit.

(6) Monitor and evaluate the delivery of products and services to customers on a regular basis in order to improve, refine and develop the Company's products and services to better address customers' needs.

Employee Level

(1) Deliver products and services of good quality meeting customers' requirements with fair conditions and prices.

(2) Be sincere and keep promises to customers without overpromising what could not be delivered, and do not disclose customers' confidential information or secret, unless otherwise required by laws or consented in writing by customers or being the information already made available publicly.

(3) Comply strictly with the terms and conditions with customers, and, where any of the conditions fails to be fulfilled, promptly notify customers of the cause of such failure.

(4) Provide customer services willingly and to the best of one's ability on a fair and equitable basis, give advice and assistance to customers with a polite and gentle manner by providing useful information upon customers' request, and be willing to listen to their problems and help to identify causes and seek corrective measures for them.

2.5 Best Practices: Treatment of Creditors

Director Level

(1) Oversee and ensure that the Company has a policy to treat all groups of creditors on a fair and equitable basis and not to violate creditors' rights by strictly adhering to the fair benefit to both parties under the agreements or the terms and conditions mutually agreed upon.

(2) Oversee and ensure that the Company regularly reports financial information to creditors in a correct, complete and punctual manner.

(3) Oversee and ensure that the Company gives remarks and suggestions to the executives in the case where it is suspected that there will be an incident that will affect creditors.

Top Management and Executive Level

(1) Manage and treat all groups of creditors on a fair and equitable basis and not to violate creditors' rights by strictly adhering to the fair benefit to both parties under the agreements or the terms and conditions mutually agreed upon, and, where any of the conditions could not be fulfilled, promptly so notify creditors in order to jointly consider and seek corrective measures.

(2) Ensure that financial information is regularly reported to creditors in a correct, complete and punctual manner.

(3) Seek to notify creditors and solve the problems urgently in the case where it is suspected that there will be an incident that will affect creditors.

Employee Level

(1) Treat all groups of creditors on a fair and equitable basis and not to violate creditors' rights by strictly adhering to the fair benefit to both parties under the agreements or the terms and conditions mutually agreed upon, and, where any of the conditions could not be fulfilled, promptly report the supervisors to notify creditors without delay in order to jointly consider and seek corrective measures.

(2) Regularly report financial information to creditors in a correct, complete and punctual manner.

2.6 Best Practices: Treatment of Trade Partners

Director Level

(1) Oversee and ensure that the Company develops and maintains sustainable relationship with trade partners and contractual parties that join with the Company in building the quality, image and credibility of products and services.

(2) Encourage strict compliance with the Company's procurement procedures to ensure fairness to all parties.

Top Management and Executive Level

(1) Encourage employees to perform their duties by seeking to develop and maintain sustainable relationship with trade partners and contractual parties that join with the Company in building the quality, image and credibility of products and services as follows:

- Promote competition based on availability of equal information;
- Apply the clear criteria for assessment and selection of trade partners and contractual parties;
- Ensure that trade partners are able to completely fulfill the conditions set forth in the agreements and that there is no fraud and misconduct in the procurement process;
- Ensure that payments are punctually made to trade partners and contractual parties according to the payment terms agreed upon.

(2) Comply strictly with the Company's procurement procedures to ensure fairness to all parties and do not negotiate in a deceptive or forceful manner or without principle and rationale.

(3) Undertake management on the basis of joint benefit between the Company and trade partners and do not pay attention only to the benefit of the Company or the personal or friends' benefit by ensuring disclosure of true and complete information to trade partners.

Employee Level

(1) Perform duties by seeking to develop and maintain sustainable relationship with trade partners and contractual parties that join with the Company in building the quality, image and credibility of products and services as follows:

- Promote competition based on availability of equal information;
- Apply the clear criteria for assessment and selection of trade partners and contractual parties;
- Ensure that trade partners are able to completely fulfill the conditions set forth in the agreements and that there is no fraud and misconduct in the procurement process;
- Ensure that payments are punctually made to trade partners and contractual parties according to the payment terms agreed upon.

(2) Perform duties on the basis of joint benefit between the Company and trade partners and do not pay attention only to the benefit of the Company or the personal or friends' benefit by ensuring disclosure of true and complete information to trade partners.

2.7 Best Practices: Treatment of Business Alliances

Director Level

(1) Oversee and ensure that the Company strictly complies with the agreements made with its business alliances, and, where the conditions mutually agreed upon could not be fulfilled, promptly instruct the executives to so notify business alliances in order to jointly seek remedial measures.

(2) Encourage the provision of assistance to the Company's business alliances in the manner that is beneficial to each other so as to enhance efficiency in business operation and jointly add business value on a fair basis.

Top Management and Executive Level

(1) Comply strictly with the agreements made with the Company's business alliances, and, where the conditions mutually agreed upon could not be fulfilled, promptly so notify business alliances in order to jointly seek remedial measures.

(2) Provide assistance to the Company's business alliances in the manner that is beneficial to each other, whether through sharing of news and information, servicing, technical support and others, so as to enhance efficiency in business operation and jointly add business value on a fair basis.

Employee Level

(1) Be committed to complying strictly with the agreements made with the Company's business alliances, and provide assistance in the manner that is beneficial to each other and can jointly add business value on a fair basis.

2.8 Best Practices: Treatment of Competitors

Director Level

(1) Oversee and ensure that the Company competes in the business professionally and on a fair basis by strictly adhering to the legally required framework, with no policy to compete in the business by way of defaming, persecuting or distorting factual information of competitors.

(2) Oversee and ensure that the Company could comply with the rules of good competition and does not search for confidential information of trade competitors by the unethical or improper method.

(3) Oversee and ensure that the Company does not execute any agreements with competitors or any persons in a way that will reduce or restrict trade competition.

(4) Oversee and ensure that the Company competes in the business by offering good services to customers in order to achieve customer satisfaction.

Top Management and Executive Level

(1) Manage and ensure that business competition is conducted professionally and on a fair basis by strictly adhering to the legally required framework, with no policy to compete in the business by way of defaming, persecuting or distorting factual information of competitors.

(2) Comply with the rules of good competition and do not search for confidential information of trade competitors by the unethical or improper method.

(3) Do not execute any agreements with competitors or any persons in a way that will reduce or restrict trade competition.

(4) Manage and ensure that the Company competes in the business by offering good services to customers in order to achieve customer satisfaction.

Employee Level

(1) Do not compete in the business by way of defaming, persecuting or distorting factual information of competitors, which may affect business competition of the Company.

(2) Comply with the rules of good competition and do not search for confidential information of trade competitors by the unethical or improper method.

(3) Do not execute any agreements with competitors or any persons in a way that will reduce or restrict trade competition.

2.9 Best Practices: Treatment of Community and Society

Director Level

(1) Oversee and ensure that the Company adopts a policy that demonstrates continuous responsibility for community and society in terms of quality, safety, occupational health and environment, whereby the executives and employees are required to take part in all activities of the Company with a focus on business operation with sustainable growth.

(2) Oversee the Company's operation strictly without taking advantage over or causing trouble to society, while minimizing adverse impacts on society and the environment caused by the Company's products, services and operation.

(3) Oversee and ensure that the Company seeks to enhance community and society by providing consistent support for activities that help tackle or reduce problems facing community and society.

Top Management and Executive Level

(1) Conduct the business and take part in all of the Company's activities that demonstrate responsibility for community and society in a creative way with a focus on business operation with sustainable growth.

(2) Supervise the Company's operation strictly without taking advantage over or causing trouble to society, while minimizing adverse impacts on society and the environment caused by the Company's products, services and operation.

(3) Manage and ensure that the business is conducted in a creative way and seek to enhance community and society.

(4) Arrange or provide support for activities to enhance community and society by continuously supporting activities that help tackle or reduce problems facing community and society.

Employee Level

(1) Take part in all of the Company's activities that demonstrate responsibility for community and society by volunteering to develop and enhance community and society on a regular basis.

(2) Participate in or support on a regular basis the activities for public benefits and social services arranged by trade partners, business alliances, stakeholders or external regulatory agencies in all concerned sectors that jointly transact business with the Company.

3. Best Practices: Complaints/Whistleblowing

Director Level

(1) Oversee and ensure that the Company puts in place the measures and procedures for handling complaints/whistleblowing and reporting to the Board of Directors.

(2) Oversee and encourage the Company to assign a unit to compile evidence and review the incidents and persons involved so as to ensure a good internal control system and compliance with the Company's Code of Ethics.

(3) Treat the information as confidential and disclose the information only as deemed necessary by primarily paying regard to the safety of and damage to the complainants/whistleblowers, the sources of the information or the persons involved.

Top Management and Executive Level

(1) Put in place the measures and procedures for handling complaints/whistleblowing by focusing on the key issues as follows:

1) Acts committed against the laws/Code of Ethics/Articles of Association of the Company, including:
   - Corruption, embezzlement and misconduct within the Company;

- Solicitation, receiving or offering of any immoral benefits from/to customers, debtors, creditors, trade partners, business alliances, competitors or other stakeholders of the Company;
- Non-compliance with the Code of Ethics;
- Guiding, encouragement or support of the others to not comply with the Code of Ethics;
- Negligence when witnessing a violation of or non-compliance with the Code of Ethics in the case where one knows or should know;
- Non-cooperation with or obstruction of the investigation and examination of facts claimed as the violation of or non-compliance with the Code of Ethics; and
- Unfair act towards the others who have reported the non-compliance with the Code of Ethics;

2) Inaccurate financial reporting; and

3) Internal control deficiencies which could lead to corruption, embezzlement and misconduct within the Company.

(2) Promise to listen to all complaints/whistleblowing reports on an equitable, transparent and attentive basis and to ensure fairness to all parties on an equitable and non-discriminatory basis.

(3) Treat the information as confidential and disclose the information only as deemed necessary by primarily paying regard to the safety of and damage to the complainants/whistleblowers, the sources of the information or the persons involved.

(4) Review the collected evidence and information and scrutinize and process them according to the rules and procedures established by the Company within an appropriate period of time with transparency and fairness to all parties.

Employee Level

(1) Lodge complaints/whistleblowing reports when witnessing any acts committed against the laws/Code of Ethics/Articles of Association of the Company, including any deficiencies in the internal control system, which will affect the Company, including:

- Corruption, embezzlement and misconduct within the Company;
- Solicitation, receiving or offering of any immoral benefits from/to customers, debtors, creditors, trade partners, business alliances, competitors or other stakeholders of the Company;
- Non-compliance with the Code of Ethics;
- Guiding, encouragement or support of the others to not comply with the Code of Ethics;
- Negligence when witnessing a violation of or non-compliance with the Code of Ethics in the case where one knows or should know;
- Non-cooperation with or obstruction of the investigation and examination of facts claimed as the violation of or non-compliance with the Code of Ethics; and
- Unfair act towards the others who have reported the non-compliance with the Code of Ethics.

(2) Lodge complaints/whistleblowing reports that are true by providing evidence or information that is accurate and reliable in order for the recipients of the complaints/whistleblowing reports to use for further review of the incidents.

(3) The responsible employees should treat the information as confidential and disclose the information only as deemed necessary by primarily paying regard to the safety of and damage to the complainants/whistleblowers, the sources of the information or the persons involved.

(4) The responsible employees should review the collected evidence and information and scrutinize and process them according to the rules and procedures established by the Company within an appropriate period of time with transparency and fairness to all parties.

4. Best Practices: Responsibility for Society and the Environment

Director Level

(1) Oversee and ensure that the Company establishes good policies for business operation with fairness, anti-corruption, respect for human rights, fair labor treatment, responsibility for customers, development of community and society, environmental preservation, innovation and dissemination of innovation, and reporting on social and environmental responsibility, by designating a public relations unit to communicate these to employees, trade partners, business alliances, external stakeholders, and the general public and encouraging the creation of a mechanism to oversee and monitor the compliance with such policies on a regular basis.

(2) Encourage the executives and employees to respect rights to both physical property and intellectual property.

(3) Encourage the executives to serve as role models for anti-corruption, respect for human rights, fair labor treatment, responsibility for customers, development of community and society, environmental preservation, and innovation and dissemination of innovation.

(4) Encourage the creation of a workplace environment that promotes hygiene, safety, occupational health and environment as required by laws.

Top Management and Executive Level

(1) Communicate the good policies for business operation with fairness, anti-corruption, respect for human rights, fair labor treatment, responsibility for customers, development of community and society, environmental preservation, innovation and dissemination of innovation, and reporting on social and environmental responsibility, by designating a public relations unit to communicate these to employees, trade partners, business alliances, stakeholders, and the general public and encouraging the creation of a mechanism to oversee and monitor the compliance with such policies on a regular basis.

(2) Respect rights to both physical property and intellectual property.

(3) Serve as role models for anti-corruption, respect for human rights, fair labor treatment, responsibility for customers, development of community and society, environmental preservation, and innovation and dissemination of innovation.

(4) Create a workplace environment that promotes hygiene, safety, occupational health and environment as required by laws.

Employee Level

(1) Comply strictly with the policies established by the Company.

(2) Respect rights to both physical property and intellectual property.

(3) Comply with the Company's guidelines or measures for anti-corruption, respect for human rights, fair labor treatment, responsibility for customers, development of community and society, environmental preservation, and innovation and dissemination of innovation.

(4) Participate in creating a workplace environment that promotes hygiene, safety, occupational health and environment as required by laws.

5. Best Practices: Prevention of Intellectual Property Infringement

Director Level

(1) Oversee and ensure that the Company adopts the policy and guidelines on prevention of intellectual property infringement according to the relevant laws.

(2) Encourage the executives to serve as role models for prevention of infringement of intellectual property obtained by the Company or related to the business operation.

(3) Communicate and encourage the executives and employees to use intellectual properties in various forms, which are rights of the persons in and outside of the Company and obtained by the Company or related to the business operation, for the optimum benefits and protect those intellectual properties against loss or being used for personal benefit or for other persons.

(4) Oversee and promote the establishment of systems, procedures and measures for confidentiality and hierarchical access to information to ensure the security of access to information of the Company.

(5) Encourage the executives and employees to strictly comply with the guidelines on good internal control and risk management of the Company in relation to the prevention of intellectual property infringement.

Top Management and Executive Level

(1) Serve as role models for prevention of infringement of intellectual property obtained by the Company or related to the business operation.

(2) Communicate and encourage the employees to use intellectual properties in various forms, which are rights of the persons in and outside of the Company and obtained by the Company or related to the business operation, for the optimum benefits and protect those intellectual properties against loss or being used for personal benefit or for other persons.

(3) Put in place the systems, procedures and measures for confidentiality and hierarchical access to information to ensure the security of access to information of the Company.

(4) Put in place and encourage the employees to strictly comply with the guidelines on good internal control and risk management of the Company in relation to the prevention of intellectual property infringement.

Employee Level

(1) Comply with the best practices for prevention of infringement of intellectual property obtained by the Company or related to the business operation.

(2) Be responsible for using intellectual properties in various forms, which are rights of the persons in and outside of the Company and obtained by the Company or related to the business operation, for the optimum benefits and protecting those intellectual properties against loss or being used for personal benefit or for other persons.

(3) Utilize the electronic equipment, electronic data or information technology for the benefit of the Company only, and not for personal benefit.

(4) Perform the work by using the copyrighted computer software, and, if working on a computer outside the office, verify the copyright before working, while the pirated software is strictly prohibited from being installed and used in the Company.

(5) Keep one's password as confidential without disclosing it to other persons so as to prevent other persons from accessing the password.

(6) Disclose and give the benefits of products or services one could invent and develop while performing the work to the Company, whether in whole or in part and whether such intellectual property is protected by law.

(7) Comply strictly with the guidelines on good internal control and risk management of the Company in relation to the prevention of intellectual property infringement.

6. Best Practices: Giving or Accepting of Money, Gifts, Presents or Any Other Benefits

Director Level

(1) Oversee and ensure that the Company adopts the policy on giving or accepting of money, gifts, presents or any other benefits.

(2) Serve as role models for the executives and employees by giving, not giving or not accepting money, gifts, presents or any other benefits of value that is beyond commonly recognized limits and may lead to non-transparency and unfairness in the Company's good corporate governance.

(3) Encourage the executives to serve as role models in giving, not giving or not accepting money, gifts, presents or any other benefits.

Top Management and Executive Level

(1) Serve as role models by giving, not giving or not accepting money, gifts, presents or any other benefits of value that is beyond commonly recognized limits from those involved in the business such as customers, debtors, creditors, trade partners, business alliances and other stakeholders, which may affect the performing of work and decision-making on business, including the image of the Company's overall operation.

(2) Manage and provide services to all groups of customers with fairness and transparency and without performing any act or making any decision that is influenced by the giving, not giving or not accepting of money, gifts, presents or any other benefits in bad faith.

(3) Give advice to employees with respect to questions about giving, not giving or not accepting money, gifts, presents or any other benefits.

(4) Avoid giving, not giving or not accepting money, gifts, presents or any other benefits to/from the supervisors or subordinates, which may lead to decision-making or performing of duty in bad faith.

Employee Level

(1) Avoid giving, not giving or not accepting money, gifts, presents or any other benefits of value that is beyond commonly recognized limits from those involved in the business such as customers, debtors, creditors, trade partners, business alliances and other stakeholders, which may affect the performing of work and decision-making on business, including the image of the Company's overall operation.

(2) Seek advice from the line supervisors when there is doubt about the appropriateness of giving, not giving or not accepting money, gifts, presents or any other benefits.

(3) Avoid giving, not giving or not accepting money, gifts, presents or any other benefits to/from the supervisors, which may lead to decision-making or performing of duty in bad faith.

7. Best Practices: Disclosure of Information

Director Level

(1) Oversee and ensure that the Company has a main unit in charge of consideration of the disclosure of financial and non-financial information and general information of the Company to ensure it is correct and complete as required by laws before being made available publicly.

(2) Ensure that there are in place the policy and best practices for the disclosure of financial and non-financial information and general information of the Company both within the organization and to external agencies in a correct, complete, reliable and timely manner.

(3) Oversee and ensure that there are channels for the disclosure of financial and non-financial information and general information of the Company both within the organization and to external agencies so that they could have easy and equal access to such information.

(4) Encourage the executives and employees to keep the Company's confidential information and avoid disclosing inside information or criticizing it in a way that causes damage to the Company.

Top Management and Executive Level

(1) Designate a main unit to be in charge of the disclosure of financial and non-financial information and general information of the Company both within the organization and to external agencies in a correct, complete, reliable and timely manner.

(2) Designate channels for the disclosure of financial and non-financial information and general information of the Company both within the organization and to external agencies so that they could have easy and equal access to such information.

(3) Keep the Company's confidential information and avoid disclosing inside information or criticizing it in a way that causes damage to the Company.

Employee Level

(1) Disclose financial and non-financial information and general information of the Company both within the organization and to external agencies in a correct, complete, reliable and timely manner, and provide channels for easy and equal access to such information.

(2) Keep the Company's confidential information and avoid disclosing inside information or criticizing it in a way that causes damage to the Company.

8. Best Practices: Prevention of Conflict of Interest

Director Level

(1) Oversee and ensure that the Company adopts the policy and best practices for the prevention of a conflict of interest of the Company.

(2) Encourage the executives to be role models for the strict prevention of a conflict of interest of the Company.

(3) Avoid conducting any transactions that are connected with oneself, one's spouse or person cohabiting as husband and wife without marriage registration, children or other blood-related persons or friends, which cause the Company to lose benefits or create a conflict of interest.

(4) Give importance to decision-making on business transactions in the interests of the Company without being influenced by personal or related persons' demand, using a fair and reasonable price as if it were a transaction entered into with a third party, insofar as one has to be involved in the procedures for procurement, selection, decision on or approval of transactions that may have a conflict of interest.

(5) Report any conflict of interest immediately upon the occurrence of such conflict of interest.

(6) Any member of the Board of Directors who may be related to a transaction with conflict of interest or has a vested interest in any item of the meeting agenda should notify and report such conflict of interest to the Board Chairman or the whole Board of Directors, and should abstain from voting, refrain from expressing an opinion or not participate in the consideration of such agenda item.

Top Management and Executive Level

(1) Give importance to the policy and best practices for the prevention of a conflict of interest of the Company, and communicate these across the organization and to external agencies.

(2) Serve as role models for the strict prevention of a conflict of interest of the Company.

(3) Avoid conducting any transactions that are connected with oneself, one's spouse or person cohabiting as husband and wife without marriage registration, children or other blood-related persons or friends, which cause the Company to lose benefits or create a conflict of interest.

(4) Make a decision on business transactions in the interests of the Company without being influenced by personal or related persons' demand, use a fair and reasonable price as if it were a transaction entered into with a third party, and notify one's supervisors or those participating in the approval when one has to be involved in the procedures for procurement, selection, decision on or approval of transactions that may have a conflict of interest.

(5) Comply with the Company's regulations on the same standard, dedicate time fully to work for the Company to the best of one's ability, and do not spend the work hours doing any other outside businesses unrelated to the Company's interests.

(6) Report any conflict of interest to the line supervisors immediately upon the occurrence of such conflict of interest.

(7) Any executive who may be related to a transaction with conflict of interest or has a vested interest in any meeting should notify and report such conflict of interest to the higher supervisors or the Board of Directors, and must abstain from voting, refrain from expressing an opinion on such agenda item or leave the meeting room or not participate in the consideration or approval of such transaction.

Employee Level

(1) Perform duty with integrity, carefulness, prudence and transparency in accordance with the policy and best practices for the prevention of a conflict of interest of the Company.

(2) Avoid any financial and/or personal relationship with other third parties that will cause the Company to lose benefits or create a conflict of interest.

(3) Make a decision on business transactions in the interests of the Company without being influenced by personal or related persons' demand, use a fair and reasonable price as if it were a transaction entered into with a third party, and notify one's supervisors or those participating in the approval when one has to be involved in the procedures for procurement, selection, decision on or approval of transactions that may have a conflict of interest.

(4) Comply with the Company's regulations on the same standard, dedicate time fully to work for the Company to the best of one's ability, and do not spend the work hours doing any other outside businesses unrelated to the Company's interests.

(5) Perform duty under one's responsibility without a conflict of interest with the Company.

(6) Report any conflict of interest to the line supervisors immediately upon the occurrence of such conflict of interest.

Attachment 6 Report of the Audit Committee

Performance Report of the Audit Committee for 2021

The Audit Committee of Bangkok Commercial Asset Management Public Company Limited is appointed by the resolution of the Board of Directors' meeting. The Audit Committee is composed of four independent directors, who are experts from various fields and have sufficient knowledge and experience to perform the duty of reviewing the reliability of the Company's financial statements. They include Mr. Vasant Thienhom as the Committee Chairman, and Mr. Yos Kimsawatde, Mrs. Maneerat Srisaovajati, and Mr. Songpol Chevapanyaroj as the Committee Members.

In performing their duties, the Audit Committee arranged a total of 16 meetings, as follows:

			Meeting Attendance
1.	Mr. Vasant Thienhom	Chairman of the Audit Committee	16/16
2.	Mrs. Maneerat Srisaovajati	Member of the Audit Committee	16/16
3.	Mr. Yos Kimsawatde	Member of the Audit Committee	15/16
4.	Mr. Songpol Chevapanyaroj	Member of the Audit Committee	15/16

Vice President of Internal Audit Department serves as the Secretary to the Audit Committee.

In 2021, the Audit Committee performed the tasks entrusted by the Board of Directors and adhered to the Audit Committee Charter in their operation. In those meetings, the Audit Committee discussed with the Company's management, internal auditors, and the auditor on related matters and reported the results of its operation to the Board of Directors on a quarterly basis. The highlights of the Audit Committee's performance are as follows:

1. Review of financial reports

The Audit Committee reviewed the Company's financial reports on a quarterly basis, semi-annual basis, and annual basis, with the financial statements being audited or reviewed by the auditor. The Audit Committee then considered the auditor's opinion on the financial reports, the accounting policies and significant estimates, the disclosure of financial statements' information, the compliance with financial reporting standards, and the analysis of important financial ratios in order to ensure that the Company's financial reports are prepared correctly, completely and reliably and comply with the generally accepted accounting principles.

Moreover, the Audit Committee considered and recommended the annual appointment of the Company's auditor. The Audit Committee also held meetings with the auditor, without presence of the management, to discuss important matters for the preparation of financial reports, the internal control system, as well as any problems and obstacles in their operation for further improvement and rectification.

2. Review of the efficiency and effectiveness of the internal control system and the governance, risk management, and compliance (GRC) system

The Audit Committee reviewed the Company's yearly internal control assessment and the audit report on the Company's management and operation processes, and followed up on the progress of corrective actions. The Audit Committee also provided its opinions or recommendations for prudent internal control and risk and damage prevention in order to ensure that the Company will have the internal control system, corporate governance system,

and risk management system that are appropriate and sufficient and can support the Company's important operations so that the Company can efficiently achieve its objectives and goals. Here is an overview of the Audit Committee's operation:

2.1 Internal control

2.1.1 Considering the audit report on the Company's management and operation processes such as the management of NPL purchase, the debt restructuring process management, the NPA management, the management of litigation and legal execution, etc., as well as reviewing important processes in order to make sure that the Company has a good internal control system with appropriate risk management and efficient operation in line with its goals and strategies.

2.1.2 Holding meetings with the management to discuss the significant observations derived from the audit result in order to devise corrective and preventive measures and to control and monitor the operations for greater efficiency and effectiveness such as the management of litigation and legal execution, the management of property information (back office), website, and others.

2.1.3 Encouraging the IT development and digitization to enhance efficiency and effectiveness in the operation and governance such as the development of office cash management system for operational support, the development of website, the recommendation for study on the use of corporate card in place of cash payment at regional offices, etc.

2.1.4 Attaching importance to cyber security measures by considering the progress report on a quarterly basis and giving advice to ensure the Company has a sufficient and appropriate security system such as the formulation of a definite data security plan, giving of priority to system/data recovery to ensure business continuity, use of the checking or alert systems or devices in the operation, creation of awareness among employees across the organization, etc.

2.2 Risk management

Reviewing the Company's risk management system, the quarterly enterprise risk management, the risk management guidelines, and the risk management plan in order to evaluate the Company's risk management process that covers the key risk factors and ensure that the Company has sufficient risk management guidelines, as well as providing recommendations beneficial to the development of the Company's risk management system.

2.3 Regulations compliance

2.3.1 Considering and reviewing the compliance report prepared by the Corporate Governance and Compliance Department to ensure that the internal control and corporate governance comply with the related regulations.

2.3.2 Considering and giving opinion on the related party transactions between the Company and the persons with possible conflict of interest, while taking into account the reasonability and the interest of the Company's stakeholders, as well as sufficient disclosure of information, in order to make sure that the Company's operation conforms with the regulations, procedures and policy on related party transactions.

2.3.3 Giving importance to the actions taken to gear up for compliance with the Cyber Security Act B.E. 2562 and the Personal Data Protection Act B.E. 2562 by considering the progress report thereon on a quarterly basis to ensure that the operation conforms with the laws.

3. Monitoring and review of the sufficiency of internal audit process the details of which can be summarized as follows:

3.1 Reviewing the Internal Audit Department's Charter and handbook to ensure conformity with the IIA Standards and the Internal Audit.

3.2 Considering and approving the annual audit plan, long-term audit plan, and annual budget of the Internal Audit Department with the aim to cover all key risks of each operation process (risk-based approach).

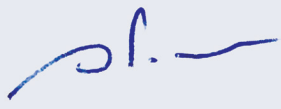
3.3 Considering the report on quality assurance review and assessment of internal audit conducted by the consulting firm, with the result showing that the Internal Audit Department could perform the internal auditing in accordance with the IIA Standards and providing advice so as to upgrade the internal auditing according to the best practice.

3.4 Promoting the development of internal audit staff's knowledge and competence through the annual personnel development plan, encouraging the use of data analytics in the auditing, and encouraging the employees to acquire the professional licenses in various fields of internal audit such as CPIAT, CIA, CISA, etc. in order to ensure that the Company's internal audit complies with the international standards and is more efficient.

4. Maintaining of the operational standard of the Audit Committee

The Audit Committee reviewed the Audit Committee Charter to ensure it is appropriate and updated and conducted a self-assessment of the Audit Committee's performance both as a whole and on an individual basis in order to ensure that the Audit Committee could perform its duties efficiently and achieve the objectives specified in the Audit Committee Charter.

The Audit Committee has performed its duties under the scope of review and corporate governance as assigned by the Board of Directors and recognized the significance of the principles of good governance. The Audit Committee is of the opinion that the Company has an appropriate and reliable process for preparing and disclosing the information in its financial reports and also has sound internal control, corporate governance, and risk management systems, and that the Company, in general, conducts its business in compliance with the laws, rules and regulations that are related to its business operation. The Audit Committee has also provided some important opinions and recommendations in order to further improve the efficiency of the Company's operation.



(Mr. Vasant Thienhom)
Chairman of the Audit Committee

Attachments: 7 Charters of Various Committees

Board of Directors Charter

According to the Board of Directors' meeting No. 1/21, dated January 7, 2021, it was resolved to approve the Board of Directors' charter to be a tool for good management in accordance with the Principles of Good Corporate Governance to be able to operate effectively. Therefore, the Board of Directors Charter has been issued as follows:

1. Principle and Rationale

The Board of Directors have a role and responsibility as an organization leader to maintain the interests of shareholders and stakeholders by setting policies, goals, strategies and business directions both at the present time and in long term. They are also expected to determine the audit process and supervise the Company's business operations in accordance with the laws, objectives and regulations of the Company to be transparent in order to add value to the organization towards sustainability.

2. Objectives

To ensure that the Company's operations are in accordance with the Principles of Good Corporate Governance This charter is therefore established to ensure that all directors of the Company are aware of their roles, duties and responsibilities. It is also to communicate to all executives and employees the reasons for the establishment of the Board of Directors, its composition, roles, duties and responsibilities and guidelines for the performance of duties of the Board of Directors.

3. Composition of the Board of Directors

3.1 Board of Directors must consist of at least 5 directors.

3.2 Not less than half (1/2) of the total number of directors must reside in the kingdom, and all directors must possess the qualifications, and possess no prohibited characteristics, as prescribed by law.

3.3 The Board of Directors must include the independent directors of at least one third (1/3) of the total number of directors but not less than three (3) persons.

3.4 The person holding the position of Chairman and the person holding the position of the highest executive or equivalent position called by any other name must not be the same person.

If the chairman is not an independent director or chairman, and the chief executive is a member of the same family or the chairman is a member of the executive committee, or working group or is assigned to have administrative responsibilities, the board should therefore promote a balance of power between the board and the management by considering the followings:

(1) The composition of the board consists of not less than half of the independent directors, or

(2) Appoint the Chairman of the Audit Committee or any independent shall participate in the decision making of the agenda setting for Board of Directors Meeting

4. Qualifications of Company Directors

4.1 All directors must possess the required qualifications, and possess no prohibited characteristics, as prescribed by the law on public limited companies, Emergency Decree on Asset Management Company, law on Securities and Exchange, and the Company’s Articles of Association. The directors must not possess any characteristics that indicate a lack of suitability to be entrusted with the management of the business as prescribed by The Office of the Securities and Exchange Commission.

4.2 All directors must possess knowledge and expertise as according to the skill matrix set by the Company which is in accordance with the missions and strategies of the Company.

4.3 All directors must be able to perform duties and express opinions independently and devote sufficient time to their duties.

4.4 Directors cannot operate businesses of the same nature and in competition with the Company's business and subsidiary, or become a partner or a director in another juristic person that operates businesses of the same nature and is in competition with the Company's business and subsidiary whether doing it for one's own benefit or for the benefit of others unless notified to the shareholders' meeting prior to the resolution of appointment.

4.5 Directorship in other listed companies must not exceed 5 listed companies, includes the Company itself.

5. Appointment and Term of Office

5.1 At each annual general meeting of shareholders, at least one-third (1/3) of the total directors must retire by rotation, but if the total number cannot be divided by three; the number of directors nearest to one-third (1/3) must retire. The director who has remained in office for the longest period must retire first and directors who retire by rotation may be re-elected for a new position.

5.2 In addition to vacating office by rotation, the directors vacate their offices upon the followings:

(1) Death
(2) Resignation
(3) Lack of qualifications or posses prohibited characteristics as prescribed by law
(4) The shareholders' meeting passed a resolution to remove the director
(5) The director is disqualified from being a director by a court order

5.3 If the position of a committee member is vacant for reasons other than the expiration of the term, the Board of Directors shall elect a person who is qualified and possess no prohibited characteristics as a replacement at the next Board Meeting unless the remaining term of the director is less than two (2) months. The person elected to replace the director will hold the office only for the remaining term of the former Committee member whom he/she replaces by passing a resolution of the Board of Directors with the votes of not less than three-quarters (3/4) of the total number of remaining directors.

6. Roles and Duties of the Chairman

6.1 To supervise, monitor and ensure that the board is effective in its task and achieve the objectives and main goals of the organization.

6.2 To ensure that all directors participate in fostering an ethical corporate culture and good corporate governance.

6.3 To act as the Chairman of the Board during the Board of Directors' meeting.

6.4 To summon the Board of Directors' meeting and act as the Chairman of the Shareholders' meeting.

6.5 To encourage/provide opportunities for directors to ask questions and discuss freely.

7. Duties and Responsibilities of the Board of Directors

7.1 Perform duties in accordance with the laws, objectives, Company's Articles of Association and the Shareholders' meeting resolutions with responsibility, integrity, honesty and a careful consideration given for the protection of the Company benefits.

7.2 Be responsible to shareholders on a regular basis and operate with the interests of shareholders. The information is disclosed to the investors accurately, completely, with standards and transparency.

7.3 Determine policies, goals and strategies for the Company's operations, including considering and approving the annual business plan and budget to be consistent with the Company's business operations.

7.4 Supervise and control the management to be in accordance with the Company's policies, goals, strategies and business plans to achieve results under the approved budget.

7.5 Determine regulations on personnel management, finance, accounting, procurement including any verification and the internal financial audits along with other operations of the Company.

7.6 Provide supervision on accounting system, financial report and the reliable audit programs that meet international standards to build confidence for all stakeholders.

7.7 Supervise the recruitment of the Company's top executives, including setting the remuneration of the Chief Executive Officer as well as the policy of determining the remuneration in accordance with the efficiency of the performance.

7.8 Provide supervision on the effective internal control system and the appropriate risk management process.

7.9 Provide supervision on the good corporate governance to be in line with the Principles of Good Corporate Governance and social responsibility.

7.10 Consider the appointment and determine the scope of duties of the various sub-committees.

7.11 Provide supervision on the establishment of the Prevention and Management of Conflict of Interest of the stakeholders.

7.12 Provide supervision on the communication and disclosure of information on various matters to stakeholders accurately, completely, appropriately and in a timely manner.

7.13 Consider the succession plan of senior management.

7.14 Encourage senior management to participate in expressing opinions under changing factors affecting organizational goals.

8. Meetings and Agenda

8.1 The Board of Directors has a meeting schedule at least once a month or as appropriate. The Board of Directors' meeting shall be scheduled in advance so that directors can manage their time and attend meetings completely and appropriately.

8.2 In summoning the Board of Directors' meeting, the Chairperson or an person entrusted by the Chairperson shall send a notice summoning the meeting to the committee members not less than seven (7) days prior to the date of the meeting except in case of urgent needs to preserve the rights or benefits of the Company. The Chairperson or a person entrusted by the Chairperson may notify the meeting by other means and may set an earlier meeting date.

8.3 The Chairman of the Board or the Chairman of the Board Meeting may prescribe the meeting of the Board of Directors via electronic media. In the event of a board meeting via electronic media, the operation must be in accordance with the rules and procedures prescribed by law and in accordance with information security standards set out in the law.

8.4 The Chairman, the Chief Executive Officer, and the general manager may jointly consider and select matters to be included in the agenda of the Board of Directors' meeting and offers the opportunity for all directors to propose matters that are beneficial to the Company on the agenda of the Board of Directors' meeting freely.

8.5 In the meeting of the Board of Directors, at least half (1/2) of the total number of directors must present to constitute a quorum. The Chairman of the Board will be the Chairman of the Board Meeting. In the event that the Chairman is not able to present at the meeting or unable to perform duties and if the Vice Chairman is present, the Vice Chairman must then act as the Chairman. If there is no Vice Chairman or the Vice Chairman is not able to present at the meeting or unable to perform duties. Then the members present at the meeting shall elect one among themselves to preside over the meeting.

8.6 The decision of the meeting shall be made by a majority of votes. If the votes are equal, the Chairman of the Meeting shall have an additional vote as a casting vote.

9. Sub-committees

The Board of Directors may appoint one or more sub-committees to support the performance of the Board of Directors. Such sub-committees are responsible for reviewing matters of particular importance. The Board of Directors will appoint members of the sub-committees, issue Subcommittee Charter, the components of the Subcommittees or the determination of scope, powers, duties and responsibilities and other matters related to such sub-committees per the Board of Directors' appropriate considerations. The Board of Directors will consider reviewing the charter of each sub-committee in each year.

10. Compensation

The Board of Directors, with the recommendation of the Nomination and Remuneration Committee, sets and formulates a policy on monetary and non-monetary compensation. The process of considering the compensation must be transparent and suitable for duties and responsibilities and must be equal to the standards of the same business. The remuneration rates for the Board of Directors must be approved at the Shareholders' Meeting.

Audit Committee Charter

According to the Board of Directors Meeting No. 14/21, dated December 3, 2021, it was resolved to amend the announcement of Bangkok Commercial Asset Management Public Co. Ltd. Subject: Audit Committee Charter in order to comply with the best practices of the Audit Committee, which is an independent committee. Therefore, the Company's announcement regarding the Audit Committee Charter, which was promulgated on July 13, 2021, was cancelled, and shall be enforced in this Audit Committee Charter as follows:

1. Principle and Rationale

The Board of Directors has appointed an Audit Committee to perform duties as stipulated in relevant laws and in accordance with the Principles of Good Corporate Governance and social responsibility to lead the Company to sustainable success.

The Audit Committee therefore has prepared a Charter of the Audit Committee to indicate the scope of duties and responsibilities and guidelines for good performance to be the standard in the performance of the Audit Committee in order to continue to perform duties to achieve the objectives of the Company.

2. Objectives

The scope of responsibility for the Audit Committee to perform the duties are as follows:

2.1 To assist the Board of Directors in performing their supervisory duties by reviewing the accuracy and reliability of the financial reports, internal control system, internal audit and risk management process.

2.2 To support and promote the Company's internal operations to be effective, transparent, reliable and verifiable.

2.3 To monitor and ensure that the Company follows the laws, rules, regulations, charter, work practices and official requirements related to the Company's operations.

3. Definition

"Company"	means Bangkok Commercial Asset Management Public Co., Ltd.
"Director"	means the directors of the Company appointed to control the operations of the Company under the mission set by the shareholders.
"Board"	means the Board of Directors

"Audit Committee"	means a director appointed to maintain the position of the Audit Committee of the Company.
"Internal Audit Unit"	means the Company's department which has the scope of duties and responsibilities in the internal audit.
"Executive"	means Chief Executive Officer or the first four executive positions after the Chief Executive Officer and every officer holding a position equivalent to officers holding a fourth executive level position, also means a person holding an executive position in the accounting or finance fields at the level of a Vice President or higher, or equivalent.
"Major shareholder"	means a shareholder, whether directly or indirectly in the Company, who holds more than 10 percent of the total number of shares with voting rights. Such shares shall also include shares held by "Related Persons or Related Companies".
"Related Persons or Related Companies"	means a person or juristic person having relationship or related to the Company in any of the following manners: (a) spouse of such person (Director, Audit Committee Member, Chief Executive Officer, Head of Internal Audit Unit or Internal Auditors) (b) an underage child of such person (Director, Audit Committee Member Chief Executive Officer, Head of Internal Audit Unit or Internal Auditors) (c) an ordinary partnership in which such person or person under (a) or (b) is a partner; (d) a limited partnership in which such person or the person under (a) or (b) is an unlimited liability partner; or being a limited liability partner holding aggregate shares more than 30 percent of the total shares of a limited partnership. (e) a limited company or a public limited company in which such person or person under (a) or (b) or partnership under (c) or (d) holds shares in aggregate more than 30 percent of the total number of shares sold of that company. (f) a limited company or a public limited company in which such person or person under (a) or (b) or partnership under (c) or (d) or company under (e) holds aggregate shares more than 30 percent of the number of shares sold of that company. (g) a juristic person in which such person is able to have management powers as a representative of the juristic person.
"Big Company"	means a company which possesses any of the following characteristics: (a) a company with the power to control the business. (b) a company having control over the company under (a). (c) a company that has the power to control the business in the company under (b) in succession starting from having the power to control the business in the company under (b).
"Subsidiary"	means a company which possesses any of the following characteristics: (a) a company with the power to control the business. (b) a company in which the company under (a) has control over the business.

(c) a company which is subject to control over the business of the company under (b) in succession starting from being under the control over the company under (b).

"Subsidiary of the same order" means two or more subsidiaries that have the same parent company, regardless of the subsidiary level in the company.

"Associated Company" means the company that the Company or a subsidiary has the power to participate in decision-making regarding the financial and operating policies of the Company but not to the level of having control over such policies and is not considered a subsidiary or joint venture.

In the event that the Company or a subsidiary holds shares, either directly or indirectly, collectively from twenty percent but not more than fifty percent of the total voting rights of the Company, it is assumed that the Company or the subsidiary has the power to take part in making decisions under the first paragraph unless proven otherwise.

"Controller" means a shareholder or any other person who, by circumstance, has a significant influence over the management policy formulation or the operation of the Company, regardless of whether such influence is due to being a shareholder, authorized under the contract, or any other reasons, especially it is a person who meets one of the following characteristics:

(a) a person having the right to vote, directly or indirectly, more than twenty-five percent of the total number of voting shares of the Company.

(b) a person who, by circumstance, is able to control the appointment or removal of the Company's directors. (c) persons who, by circumstance, can control those responsible for policy formulation, management, or operations of the Company to ensure its compliance with their orders in the formulation of policies, management, or operation of the Company.

(d) persons who, by circumstance, operate in the Company or are responsible for the operations of the Company of equivalent level to the directors or executives including persons holding positions with the same powers and duties as those of the Company.

"SET" means the Stock Exchange of Thailand

4. Compositions and Qualifications of the Audit Committee

4.1 The Audit Committee must consist of one Chairman of the Audit Committee and no fewer than 3 members but not more than 5 members of the Audit Committee, who must be independent directors.

4.2 At least one member of the Audit Committee must possess sufficient knowledge and experiences in accounting, finance, or other knowledge to be able to review the reliability of financial statements.

4.3 Appointed by The Chairman of the Audit Committee and all members of the Audit Committee must possess the following qualifications:

(1) Appointed by the Board of Directors or the shareholder meeting of the Company.

(2) Be an independent director.

(3) Not being a director who has been assigned by the Board of Directors to make decisions regarding operations of the Company, the parent company, subsidiary companies, associated companies, the same level subsidiary major shareholders, or authorized persons of the Company.

(4) Not being a director of a listed parent company, a subsidiary or a subsidiary of the same level.
(5) Possess sufficient knowledge and experiences to be able to perform duties as an Audit Committee.
(6) A person who can devote time to perform duties, express opinions, or report on the performance of the assigned duties with independence and objectivity.
(7) Not being a director who was assigned by the Board of Directors to set policies or regulations or have the power to make administrative decisions, as well as not being an employee, staff member or advisor who receives salary or regular remuneration from the Company, related persons or companies related to the Company or major shareholders, whether while holding the position of the Chairman of the Audit Committee or Member of the Audit Committee or within 2 years prior to the date of appointment as Chairman of the Audit Committee or Member of the Audit Committee.
(8) Not having a conflict of interest with the Company, whether while holding the position of the Audit Committee Chairman or the Audit Committee or within 2 years prior to the date of being appointed as the Chairman of the Audit Committee or Member of the Audit Committee.
(9) Not being an ascendant, descendant or spouse of a Director, Chief Executive, Executive, the high-level executive of the Internal Audit Unit, Internal Auditor of the Company or Internal Auditors of businesses that the Company has a role in a decision-making on the policies and operations of the aforementioned businesses.

4.4 The head of the Internal Audit Unit shall be the secretary of the Audit Committee by position to assist the Audit Committee's operations with regard to setting up meeting appointments, preparing agendas, delivering meeting documents, and recording the minutes of the meeting.

4.5 The secretary of the Audit Committee has no right to vote.

5. Appointment and Term of Office

5.1 The Board of Directors shall be responsible for appointing members of the Board of Directors and the Chairman of the Committee shall not be an Audit Committee.

5.2 The Board of Directors may appoint the Chairman of the Audit Committee or have all appointed members of the Audit Committee elect one person to be the Chairman of the Audit Committee, and the Board of Directors shall report the appointment or changes in the appointment of the Audit Committee to the relevant agencies within the specified period.

5.3 The Audit Committee has a term of office and performance according to the term of being a director, provided that the term of office is not more than 9 years from the date of appointment by the Board of Directors.

5.4 The Audit Committee member vacates the office upon the following:

(1) Completed the term
(2) Lack of qualifications of the Audit Committee
(3) Death
(4) Resignation
(5) Withdrawn by the committee
(6) Sentenced to imprisonment according to the final judgment or a lawful order to imprisonment, with the exception of an offense committed by negligence or a petty offense.
(7) Be an incompetent or a quasi-incompetent person
(8) A bankruptcy order is made against that person

5.5 In the event that a member of the Audit Committee intends to resign before the expiration of the term of office, the Audit Committee member shall then notify the Board of Directors with his/her intentions and provides reasons at least one month in advance so the Board of Directors can consider appointing other qualified persons as a replacement. The new Audit Committee member shall remain in office for the remaining term of the former Audit Committee whom he/she replaces.

5.6 When the Audit Committee member completes the term of office or there is any reason the Audit Committee member cannot stay until the end of their term, which results in the number of members that of being fewer than the specified number, the Board of Directors shall appoint a new member of the Audit Committee immediately or within 3 months after such circumstance happens to ensure the continuity in the operation of the Audit Committee.

6. Duties and Responsibilities

The Audit Committee shall have the authorities and duties as follows:

6.1 Review quarterly and annual financial reports to ensure that the financial reports are prepared accurately, completely and in accordance with generally accepted accounting principles.

6.2 Review and ensure that the Company has an internal control system, good governance process, risk management process, an appropriate and effective internal audit system, consider the independence of the Internal Audit Unit, as well as grant approvals on the consideration of the appointment, transfer, dismissal, and performance assessment of high-level executives of the Internal Audit Unit and/or the hiring of an Internal audit companies, or any other agencies responsible for internal audits.

6.3 Review and ensure that the Company complies with the law on Securities and Exchange, SET regulations, including the laws, rules, and regulations applicable to the Company.

6.4 Review and ensure that the Company complies with adequate and appropriate anti-corruption policies and measures.

6.5 Consider the selection and nomination of an independent person to act as the Company's auditor and offer compensation to such persons, as well as attend meetings with the auditor without the presence of management to discuss changes in accounting policies, significant accounting adjustment issues, and outstanding problems and suggestions by the auditor at least once a year.

6.6 Emphasis is placed on the integration of work processes related to governance, risk management, and regulatory compliance, including coordination and exchange of information between the various sub-committees that are relevant to achieve integration in working together and foster an atmosphere and culture to support GRC throughout the organization.

6.7 Consider connected transactions or transactions that may have conflicts of interest in accordance with the laws and the regulations of the Stock Exchange of Thailand to ensure that such transactions are reasonable and the Company has the best benefit.

6.8 Prepare the Audit Committee's report to be disclosed in the Company's annual report. The following report must be signed by the Chairman of the Audit Committee and must contain at least the following information:

(1) Opinions on the accuracy, completeness and reliability of the Company's financial reports.
(2) Opinions on the sufficiency of the Company's internal control system.
(3) Comments on compliance with securities and Stock Exchange laws, SET regulations, or laws related to the Company's business.
(4) Opinions on the suitability of the auditor.
(5) Comments on transactions that may subject to conflicts of interest.
(6) Number of Audit Committee Meetings and the attendance of each Audit Committee.

(7) Overall opinions or observations reached by the Audit Committee in performing their duties in accordance with the Audit Committee Charter.

(8) Other items that shareholders and general investors should be aware of under the scope of duties and responsibilities assigned by the Board of Directors.

6.9 While performing the duties of the Audit Committee, if the following items or actions are found or suspected which may have a significant impact on the financial position and operating results of the Company, the Audit Committee shall report to the Board of Directors to address those issues within the period that the Audit Committee deems appropriate.

(1) Conflicts of interest items.

(2) Fraud, abnormality, or any major defect in the internal control system.

(3) Violation of Securities and Exchange Laws, SET regulations or laws related to the Company's business.

If the Board has committed no action in addressing the issues within the specified period, any member of the Audit Committee may report those issues against the Securities and Exchange Commission or the Stock Exchange of Thailand.

6.10 Approve the Charter of the Internal Audit Unit, audit plan, and annual budget of the Internal Audit Unit.

6.11 Prepare the Audit Committee's Charter in accordance with the scope of the Company's operational responsibilities which must be approved by the Board of Directors. The suitability of the aforementioned charter shall be reviewed at least once a year.

6.12 Perform any other tasks as prescribed in the laws, rules and/or regulations applicable to the Company or as assigned by the Board which are under the scope of duties and responsibilities of the Audit Committee.

6.13 In performing the duties under this Charter, the Audit Committee will report directly to the Board of Directors, and the Board of Directors is still subject to the responsibilities of conducting Company operations with outsiders.

7. Meetings and Agendas

7.1 The Audit Committee must hold a meeting at least once a quarter. If necessary, the top management, executives, or other persons may be invited to attend the meeting. The Audit Committee must also hold meetings with the auditor without the presence of management, executives, or other persons at least once a year.

7.2 The quorum of the Audit Committee must consist of no fewer than three-fifths of the Audit Committee members. In the event that the Chairman of the Audit Committee is not able to present at the meeting or is unable to perform his duties, the Audit Committee members presenting at the meeting shall elect one member to preside over the meeting.

7.3 The decision of the meeting shall be made by a majority of votes. Each member of the Audit Committee has 1 vote and he/she must not have an interest in such agenda. If the votes are equal, the Chairman of the Meeting shall be the arbiter.

7.4 The agenda should be formulated in written statement in advance. The meeting documents must be sent to the Audit Committee at least 3 days prior to the meeting, and the secretary of the Audit Committee shall record the minutes of the meeting.

7.5 The Chairman of the Audit Committee may convene an additional Audit Committee meeting upon a request from the Audit Committee, Internal Auditor, Auditor, or Chairman of the Board of Directors to consider issues that are essential to be discussed together.

8. Reporting

8.1 The Audit Committee shall report their opinions freely per their assigned duties without regard to personal interests and not under any influence.

8.2 The Audit Committee must report the internal audit performance of the Audit Committee to the Board at least once per quarter within 60 days from the end of each quarter, with the exception of the 4th quarter operating results report, which must be prepared as an annual performance report.

8.3 Disclose the annual performance report of the Audit Committee and the auditor's remuneration in the Company's annual report.

8.4 When the Audit Committee receives a report on the results of an internal audit and discover that there are violations of laws, rules, regulations, work practices, announcements and orders related to the Company's operations, they shall then notify the top management to consider assigning units responsible for the Company's operations to take corrective action to comply with laws, rules, regulations, operating procedures, announcements, and orders related to the Company's operations.

8.5 Conduct an initial audit upon notification of any suspicious behavior from the auditor regarding corruption or violation of laws related to the performance of directors and executives in accordance with Section 89/25 of the Securities and Exchange Act, and report the results of such inspection to the Office of the Securities and Exchange Commission and the auditor within 30 days from the date of receiving the notification from the auditor.

9. Performance Appraisal

The Audit Committee shall assess the results of the internal audit of the Audit Committee at least once a year, as well as report the assessment results, problems, obstacles and operational improvement plans (if any) to the Board for acknowledgment.

10. Hiring Experts

10.1 In the event that any aspect of the Audit Committee's internal auditing requires the knowledge and competence of an expert on a specific subject other than the high-level executive of the Internal Audit Unit, the internal audit companies or any other agencies are responsible for internal audits under Clause 6.2, the Audit Committee shall propose to the Board of Directors to consider hiring the aforementioned expert on the specific subject, with any expenses made in accordance with the Company’s regulations.

10.2 The hired specialist must not have a conflict of interest with the Company and is not an ascendant, descendant or spouse of a Director, Chief Executive, Executive, high-level executives of the Internal Audit Unit, the Internal Auditor of the Company or the Internal Auditors of businesses that the Company has a role in decision-making on the policies and operations of the businesses.

11. Diagnosing Problems

11.1 The determination of problems with the performance of the Audit Committee in accordance with this Charter or in any other case not specified in this Charter, the Board shall use its discretion and final judgment.

11.2 The manual of the Office of the Securities and Exchange Commission shall be used as a framework for performance and a framework for diagnosing problems in this Charter.

Executive Board Charter

According to the Board of Directors Meeting No. 2/21, February 5, 2021, it was resolved to approve the revision of the Company's sub-committees to be consistent with the line of command according to the organizational structure of the year 2021. This is done by requiring the Executive Vice President to serve as the secretary of the Company's sub-committees according to the scope of duties and responsibilities involved to make operations more flexible and standardized, including the announcement of the Executive Committee Charter by adjusting to be in line with the revised Executive Committee. Thus, the Executive Board has issued the following announcement:

1. Principle and Reason

The Board of Directors has appointed the Executive Committee to support the performance of the the Board of Directors to set goals and key policies to operate effectively in various fields.

2. Objective

In order to operate the Company in accordance with the principles of Good Governance, this charter is intended to communicate to the executives and employees the reasons for the establishment of the Executive Committee, its composition, roles, duties and responsibilities and guidelines for the performance of duties of the Executive Committee.

3. Composition and Qualifications of the Executive Committee

3.1 The Board of Directors consists of at least 3 but not more than 5 directors, with the Chief Executive Officer assuming a director and secretary by position, and the Assistant General Manager in the corporate support field assuming an assistant secretary by position.

3.2 Executive directors must possess the following qualifications:

(1) Possess excellent knowledge, abilities and experiences that are beneficial to the Company's business operations and possess knowledge, understanding of qualifications, duties and responsibilities as Executive Directors.

(2) Be able to devote sufficient time and opinions in the performance of duties as Executive Directors.

(3) Possess no prohibited characteristics, as prescribed by law on public limited companies, law on securities and exchange and other relevant laws.

4. Appointment and Tenure

4.1 The Board of Directors appoints the Chairman of the Executive Committee and Executive Director by selecting from the directors of the Company and/or from third parties.

4.2 The Executive Director who is the Company's director shall hold office for a term of 3 years, and the Executive Director who is a third party shall hold office for a term of 2 years, but not more than 3 consecutive terms.

In this regard, the Executive Directors who is liable for retirement by rotation may be reappointed at the next time as the Board of Directors deems appropriate.

4.3 In addition to vacating office according to the above-mentioned terms, the Executive Director vacates office upon

(1) Retiring from being a director of the Company

(2) Resignation

(3) Death

(4) The Board of Directors has resolved to vacate the position.

4.4 In the event that an Executive Director vacates the office or the position becomes vacant, the Board of Directors may appoint an individual who is fully qualified as an Executive Director to fill the vacant position by allowing the newly appointed Executive Director to hold office only for the remaining term of the former Executive Director whom he/she replaces.

5. Duties and Responsibilities

The Duties and Responsibilities of the Board of Directors are as follows:

5.1 Set goals and key operating policies

5.2 Consider and approve policies, strategies, guidelines for fundraising, investments, joint ventures, asset development and editing sale and exploitation of foreclosed properties in accordance with economic conditions and competition

5.3 Consider the evaluation of the appropriateness of the liquidity management plan, monitor the liquidity situation and review the liquidity management plan

5.4 Consider budget plans and supervise operations to ensure efficiency and maximum benefits.

5.5 Employ outsiders or agencies to perform specific projects

5.6 Appoint committees and working groups

5.7 Others as assigned by the Board of Directors

6. Meeting and Agenda

6.1 The Executive Committee holds meetings at least twice a month or as appropriated.

6.2 The Executive Committee meeting must consist of the Chairman of the Executive Committee or the individual assigned to the role of chairman. The directors attending the meeting together must not be fewer than half of the total number of directors to constitute a quorum.

6.3 In the event that the Chairman of the Executive Committee is not able to present at the meeting or unable to perform duties, the Directors presenting at the meeting shall elect one among themselves to preside over the meeting.

6.4 The decision of the meeting shall be made by a majority vote of the number of directors attending at the meeting. If the votes are equal, the Chairman will have an additional casting vote.

6.5 Agenda for the meeting shall be set in written statement in advance and the meeting documents shall be delivered to the Executive Committee in advance of the meeting.

7. Reporting

The Executive Committee reports to the Board of Directors at least once a year in relation to the activities of the Executive Committee and gives suggestions as appropriated.

8. Review and Suggestion

The Executive Committee shall review the Charter every year and be able to suggest additional changes as it deems appropriate. This will be presented to the Board of Directors for consideration as the case may be.

Risk Oversight Committee Charter

According to the Board of Directors Meeting No. 8/2021, June 4, 2021, it was concluded the approval of reviewing the Risk Oversight Committee Charter as a tool for the management of the Company, including the Company has Good Corporate Governance which is able to operate effectively. Therefore, the approval to cancel the announcement of the Company regarding the Charter of the Risk Supervisory Board dated March 5, 2021 has been processed, and shall be replaced by this Company's announcement as follows:

1. Principle and Reason

Operating a business always involves risks. In order to operate in accordance with the set goals, the Board of Directors has therefore appointed the Risk Oversight Committee to perform duties in relation to the risk management that may occur to the Company and taken advantage of any potential opportunities effectively.

2. Objective

To ensure that the Company's operations are in accordance with the principles of good governance and to communicate to the executives and employees on the reasons for establishing the Risk Supervisory Committee, the composition and powers and duties of the Corporate Governance Committee along with the roles and responsibilities on the part of executives and related employees. This charter will be reviewed and adjusted to suit the organization's policies and changing situations.

3. Compositions and Qualifications of the Risk Oversight Committee

3.1 The Risk Oversight Committee consists of Company director and/or third parties at least 3 persons, of which 1 director is the Chief Executive Officer or top management or other equivalent positions

3.2 The Risk Oversight Committee members must possess the following qualifications:

(1) Possess knowledge, abilities and experiences to be able to act in suggesting advices on the Company's risk management

(2) Possess no prohibited characteristics as specified in the law on public limited companies, Securities and Exchange Law, and other relevant laws

4. Appointment and Term of Office

4.1 The Board of Directors appoints the Chairman of the Risk Oversight Committee and Risk Oversight Committee

4.2 Members of the Risk Oversight Committee who are the Company's directors shall hold office for a term of 3 years, while the Risk Oversight Committee member who is a third party shall hold office for a term of 2 years, but not more than 3 consecutive terms.

In this regard, the Risk Oversight Committee member whose term is due may be reappointed at the next time as the Board of Directors deems appropriate.

4.3 The Risk Oversight Committee member shall vacate office upon

(1) Completing full term of rotation

(2) Retiring from being a director of the Company

(3) Resignation

(4) Death

(5) The Board of Directors has passed a resolution to vacate office.

4.4 When the Risk Oversight Director vacates office or becomes vacant, the Board of Directors may appoint an individual who is fully qualified to be the Risk Oversight Director to fill the vacant position by allowing the newly appointed the Risk Oversight Director to hold office only for the remaining term of the former the Risk Oversight Director whom he/she replaces.

5. Duties and Responsibilities

The Risk Oversight Director has duties and responsibilities as follows:

5.1 Set guidelines for risk management at the organizational, department / institute / office levels and provide consultation on risk management.

5.2 Consider and approve rules and procedures for risk management

5.3 Follow up on the development of risk management guidelines and supervise the establishment of a risk management system that is linked to the organization's strategy

5.4 Follow up on the organization's critical risk identification and assessment process as appropriate to the situation

5.5 Consider and approve the results of the annual risk analysis and risk management plans

5.6 Report to the Board of Directors on progress in risk management and report the risk status of the organization

5.7 Communicate and coordinate with the Audit Committee regarding the key risks

5.8 Follow up and drive the development of personnel's capabilities, organizational culture, and continuous improvement of the risk management to ensure that employees at all levels are informed of the risks and risk control of all departments

5.9 Appoint officers or sub-working groups to ensure appropriate and effective risk supervision

5.10 Emphasis is placed on the integration of work processes related to governance, risk management, and compliance to regulations, including coordination and exchange of information between various related sub-committees to achieve integration in working together and fostering an atmosphere and culture to support GRC throughout the organization.

5.11 Perform other tasks as assigned.

6. Meeting and Agenda

6.1 The Risk Oversight Committee has a meeting agenda at least once a quarter as necessary or as appropriate.

6.2 At the meeting of the Risk Oversight Director, there must be at least half of the total number of directors present at the meeting to constitute a quorum.

6.3 In the event that the Chairman of the Risk Oversight Director is not present at the meeting or unable to perform duties, the members present at the meeting shall elect one among themselves to act as the chairman of the meeting.

6.4 The decision of the meeting shall be made by a majority of votes. If the votes are equal, the Chairman will have an additional casting vote.

6.5 Agenda for the meeting shall be set in written statement in advance and the meeting documents shall be delivered to the Risk Oversight Committee 7 days in advance of the meeting.

7. Reporting

Have the Risk Oversight Director report on the performance of risk management, including the minutes of each meeting of the Risk Oversight Director to the Audit Committee and the Board of Directors as appropriate at least once per quarter.

8. Review and Suggestion

The Risk Oversight Director shall review the Charter every year and can suggest additional changes and/or any additional as it deems appropriate which will be presented to the Board of Directors for consideration as the case may be.

Corporate Governance and Social Responsibility Committee Charter

According to the Board of Directors Meeting No. 5/21, April 2, 2021, it was resolved to approve the review of the Good Corporate Governance and Social Responsibility Committee Charter to be a tool for management in accordance with the principles of good corporate governance, including the supervision of the Company's operations to be in accordance with the rules by focusing on creating fair benefits to all stakeholders and conducting business with social responsibility; Therefore, it has been approved to cancel the Company's announcement regarding the Charter of the Good Corporate Governance and Social Responsibility Committee dated February 3, 2021 and this announcement shall be used instead as the followings:

1. Principle and Rationale

The Board of Directors has appointed the Corporate Governance and Social Responsibility Committee to support the operation of the Company in policy making criteria and guidelines for company’s operating in various fields in accordance with the principles of Good Corporate Governance and social responsibility, including the supervision of the Company's operations. This is to lead the Company towards sustainable success.

Therefore, the Corporate Governance and Corporate Social Responsibility Committee has set the Charter of the Corporate Governance and Social Responsibility Committee to specify the scope of duties, responsibilities and guidelines for good performance as a standard for the performance of the Good Corporate Governance Committee and social responsibility to be able to continue performing duties to achieve the objectives of the Company.

2. Objectives

Corporate Governance and Social Responsibility Committee is appointed with the following objectives:

2.1 To set policies, lay down rules and guidelines for the Company in order to have patterns and standards for the practice of Good Corporate Governance and Social Responsibility in a concrete manner.

2.2 To support and promote the Company’s internal operations to be efficient, transparent, reliable and verifiable.

2.3 To enhance knowledge and understanding of the principles of Good Corporate Governance to the Board of Directors Senior Executives, Executives and employees of the Company to create awareness and realize the importance of applying Good Corporate Governance principles into practice.

2.4 To supervise the Board of Directors, Senior Executives, Executives and employees of the Company to comply with the principles of Good Corporate Governance accurately and efficiently to build confidence for customers and all stakeholders.

2.5 To supervise the Company's operations in accordance with the rules applicable to the Company.

3. Composition and Qualifications of the Corporate Governance and Social Responsibility Committee

3.1 Corporate Governance and Social Responsibility Committee Consists of the Company's directors and/or outsiders at least 3 people but not more than 5 people.

3.2 The Corporate Governance and Social Responsibility Committee must have the following qualifications:

(1) Possess knowledge, abilities and experiences that are beneficial to the Company's business operations and the knowledge and understanding of qualifications, duties and responsibilities as a member of the Corporate Governance and Social Responsibility Committee

(2) Able to devote sufficient time and adequate opinions in the performance of duties as a member of the Corporate Governance and Social Responsibility Committee

(3) Possess no prohibited characteristics as specified in the law on public limited companies, Securities and Exchange Law and other relevant laws

4. Appointment and Term of Office

4.1 The Board of Directors is responsible for appointing the Chairman of the Corporate Governance and Responsibility Committee and Corporate Governance and Social Responsibility Committee.

4.2 The members of the Corporate Governance and Social Responsibility Committee, who are the Company's directors, have a term of office of 3 years and if they are a third party, they shall hold office for a term of 2 years but not more than 3 consecutive terms.

In this regard, the Corporate Governance and Social Responsibility Committee, whose term expires, may be reappointed at a later date as the Board of Directors deems appropriate.

4.3 Member of the Corporate Governance and Social Responsibility Committee shall vacate office upon

(1) Completing full term of rotation

(2) Retiring from being a director of the company

(3) Resignation

(4) Death

(5) The Board of Directors has passed a resolution to vacate office.

4.4 When the Corporate Governance and Social Responsibility Committee vacates or becomes vacant, the Board of Directors may appoint an individual with full qualifications as the Corporate Governance and Responsibility Committee member to fill the vacant position by allowing the newly appointed Corporate Governance and Social Responsibility Committee to hold office only for the remaining term of the former Corporate Governance and Social Responsibility Committee member whom he/she replaces.

5. Duties and Responsibilities

Corporate Governance and Social Responsibility Committee has duties and responsibilities as follows:

5.1 Consider setting up policies, work plans, and rules on good governance, good corporate governance, Social and Environmental Responsibility, including conflict of Interests, in accordance with the Company's business operations and present all of these to the Board of Directors.

5.2 Supervise and monitor the Company's performance to be in accordance with the policies and plans as according to the good governance, Good Corporate Governance and Social and Environmental Responsibility to achieve success effectively

5.3 Recommend requirements on the Company's Code of Business Conduct and the Code of Conduct of the Board of Directors Senior Executives, Executives and employees of the Company

5.4 Encourage the Board of Directors Senior Executives, Executives and employees of the Company to participate in Good Corporate Governance continuously and carry out social and environmental activities

5.5 Consider appointing the Operating Committee or a sub-working group to act in support of good governance, good corporate governance, Social and Environmental Responsibility, and supervision of regulatory compliance as appropriate.

5.6 Support and create opportunities or channels for stakeholders to be able to reflect facts or observations to the Company for the benefit of improving good corporate governance.

5.7 Supervise the Company to comply with the rules as set out in the Company's Compliance Policy.

5.8 Review to ensure that the company has an effective regulatory compliance system and have independence.

5.9 Approve the annual regulatory compliance work plan of the Corporate Governance and Operations Department and follow up on operations to ensure that they are carried out according to the specified annual work plan.

5.10 Consider and approve of the Annual Compliance Report and report to the Board of Directors.

5.11 Emphasis is placed on the integration of work processes related to governance, risk management, and regulatory compliance, including coordination and exchange of information between the various sub-committees that are involved to achieve integration in working together and fostering an atmosphere and culture to support GRC throughout the organization.

5.12 Consider and/or take any other action as assigned by the Board of Directors.

6. Meetings and Agenda

6.1 The Corporate Governance and Social Responsibility Committee has a meeting agenda at least 1 time per quarter

6.2 At the meeting of the Corporate Governance and Social Responsibility Committee, there must be attending committee members not fewer than half of the total number of directors to constitute a quorum. committee members not fewer than half of the total number of directors to constitute a quorum.

6.3 In the event that the Chairman of the Corporate Governance and Social Responsibility Committee do not attend meeting or are unable to perform duties, the members present at the meeting shall elect one among themselves to preside over the meeting.

6.4 The decision of the meeting shall be made by a majority of votes. In case the votes are equal, the chairman of the meeting shall add another vote as the decisive voice.

6.5 Agenda for the meeting shall be set in written statement in advance and the meeting documents shall be delivered to the Corporate Governance and Social Responsibility Committee in advance of the meeting.

7. Reporting

The Good Corporate Governance and Social Responsibility Committee shall report on the performance of Good Corporate Governance and Social Responsibility and regulatory compliance reports to the Board of Directors as appropriate.

8. Review and Suggestion

The Good Corporate Governance and Social Responsibility Committee shall conduct a charter review every year and can suggest changes and/or any additional as it deems appropriate by presenting to the Board of Directors considered on a case-by-case basis.

Nomination and Remuneration Committee Charter

According to the Board of Directors Meeting No. 14/21, dated December 3, 2021, resolved to approve the amendment of the announcement of the Bangkok Commercial Asset Management Public Company Limited, regarding Nomination and Remuneration Committee Charter to comply with the best practices of the Nomination and Remuneration Committee; Therefore, the Nomination and Remuneration Committee Charter was issued as follows:

1. Cancellation of Announcements

Cancel the Announcement of the Bangkok Commercial Asset Management Public Company Limited Re: Charter of the Nomination and Remuneration Committee, announced on November 2, 2020 and replaced by this announcement.

2. Definition

"Nomination Committee"	means	Nomination and Remuneration Committee
"Nomination Director"	means	Nomination and Remuneration Director
"Independent Director"	means	Independent Director according to the Notification of the Capital Market Supervisory Board No. TorJor. 39/2559 on the request for permission and permission to propose to Sell newly issued shares
"High-level executives"	means	Chief Executive Officer, General Manager and Senior Executive Vice President, Executive Vice President, or an equivalent position called by another name. However, according to the organizational structure approved by the Board of Directors.

3. Principle and Rationale

Board of Directors has appointed the Nomination Committee to comply with the principles of Good Corporate Governance and Social Responsibility to lead the company to sustainable success

The Nomination Committee of the Company has prepared a charter of the Nomination Committee to define the scope of duties and responsibilities and guidelines for good performance to be the standard in the performance of the Nomination Committee in order to be able to continue performing duties to achieve the objectives of the Company.

4. Objectives

Nomination Committee was established with the following objectives:

4.1 To formulate policies, lay down rules and guidelines for the company on a standard for nominating qualified individuals serving as directors and senior management.

4.2 To support and promote the Company's internal operations to be efficient, transparent, reliable and verifiable.

5. Composition and Qualifications of the Board

5.1 The Nomination Committee consists of at least 3 directors and/or outsiders, but not more than 5 people with at least 2 directors and at least 1 independent director. The chairman of the board should not be a member of Nomination Committee in order to perform the duties of the Nomination Committee that are verifiable and balanced.

5.2 Nomination Committee must have the appropriate knowledge, abilities, qualifications and experiences.

6. Appointment and Term of Office

6.1 Board of Directors appoint the chairman and members of the Nomination Committee

6.2 Member of the Nomination Committee who is a director of the Company will assume the position for a term in office of 3 years. In the case of an independent director, the term of office shall not exceed 9 years from the date of appointment by the Board of Directors. A Nomination Committee member who is a third party shall hold office for a term of 2 years but not more than 3 consecutive terms.

The Nomination Committee whose term expires may be reappointed at the next time as the Board of Directors deems appropriate.

6.3 Member of the Nomination Committee will retire when

(1) Completing full term of rotation

(2) Resignation

(3) Death

(4) The Board of Directors resolves to vacate office.

6.4 When the Nomination Committee vacates office or becomes vacant, an individual who is fully qualified must be appointed to fill the vacant position as a member of the Nomination Committee by allowing the newly appointed Nomination Committee to hold office only for the remaining term of the former Nomination Committee whom he/she replaces.

7. Duties and Responsibilities

Nomination Committee has duties and responsibilities as follows:

7.1 Determine guidelines and criteria for recruiting and screening qualified individuals and present to the Board of Directors to be considered for the following positions:

7.1.1 Company Directors

7.1.2 Director of the Company to replace the director who vacates office

7.1.3 Members in various sub-committees who are assigned powers, duties and responsibilities from the Board of Directors.

7.1.4 Top management

7.2 Consider and determine the annual remuneration of the Company's directors, including rules or procedures for payment of such remuneration that is fair and reasonable. Propose to the Board of Directors to propose to the shareholders' meeting

7.3 Propose criteria about how to evaluate performance and consider evaluating the performance, including setting the remuneration rate of the Chief Executive Officer President and Executive Vice Presidents to present to the Board of Directors for consideration

7.4 Consider various conditions when the company offers new securities (or share warrants) to Directors and employees

7.5 Review the succession plan and plans to develop the potential of senior executives to prepare as a continuous plan to have successors and present to the Board of Directors for approval

7.6 Consider and/or take any other action as Board of Directors

8. Meetings and Agenda

8.1 At the Nomination Committee meeting, there must be the Chairman of the Nomination Committee or the individual assigned to act as the Chairman and the Directors attending the meeting together for no fewer than half of the total number of directors to constitute a quorum.

8.2 In the event that the Chairman of the Nomination Committee does not attend the meeting or unable to perform duties, the Directors present at the meeting shall elect one among themselves to preside over the meeting.

8.3 The decision of the meeting shall be made by a majority of votes. If the votes are equal, the Chairman will have an additional casting vote.

8.4 Schedule a meeting of the Nomination Committee at least once a year. Every member of the Nomination Committee should attend at least 75% of the total number of meetings held during the year.

8.5 Agenda for the meeting shall be set in written statement in advance, and the meeting documents shall be delivered to the Nomination Committee in advance of the meeting.

9. Reporting

Nomination Committee should report the performance of duties to the Board of Directors at least once a year.

10. Review and Suggestions

The Nomination Committee conducts a charter review every year and can suggest additional changes as it deems appropriate which will be presented to the Board of Directors for consideration as the case may be.

Technology Board Charter

According to the Board of Directors Meeting No.12/21, dated October 1, 2021, there was a resolution to approve the Technology Committee Charter to be a tool for the company's management in accordance with technology, related policies and information technology master plans, as well as to ensure that the company has good corporate governance and can operate effectively. Therefore, the Technology Committee Charter has been issued as follows:

1. Principle and Rationale

Since technology plays a very important role in operating a business and to make various operations in the field of technology meet the goals set, the Board of Directors has therefore appointed the Technology Committee to act in overseeing the policies, master plans, and technology management in accordance with the visions, missions and strategies of the Company, including monitoring and evaluating operating results and driving policies to lead to an effective practice.

2. Objectives

To operate the Company in accordance with the principles of good governance and to communicate to the Executives and employees the reasons for establishing the Technology Committee, the composition and powers and duties of the Technology Committee, including roles and responsibilities on the part of executives and related employees. This charter will be reviewed and improved to suit the organization's policies and changing situations.

3. Compositions and Qualifications of the Technology Committee

3.1 Technology Committee consists of at least 3 directors of the Company and/or outsiders. Whereby one director is the Chief Executive Officer or top management or other equivalent positions

3.2 The Director of Technology must have the following qualifications:

(1) Possess knowledge, capability and experiences to be able to provide advice on the management and operation of the company's technology.

(2) Not having any prohibited characteristics under the law on public limited companies, Securities and Exchange laws, and other relevant laws.

4. Appointment and Term of Office

4.1 Board of Directors appointed the Chairman of the Technology Committee and Technology Director

4.2 The Technology Committee who is a director of the company shall hold office for a term of 3 years. A Technology Committee member who is a third party shall hold office for a term of 2 years but not more than 3 consecutive terms.

In this regard, the Technology Committee whose term expires may be reappointed at the next time as the Board of Directors deems appropriate.

4.3 The technology committee shall vacate office upon:

(1) Completing full term of rotation
(2) Retiring from being a director of the company
(3) Resignation
(4) Death
(5) The Board of Directors has passed a resolution to vacate office.

4.4 When a Technology Director vacates office or becomes vacant, the Board of Directors may appoint an individual who meets all qualifications to replace the vacant position by allowing the newly appointed Technology Committee member the remaining term of the former Director of Technology whom he/she replaces.

5. Duties and Responsibilities

Technology board has duties and responsibilities as follows:

5.1 Provide opinions on technology related policies to accommodate transformation, which is in accordance with good governance and in line with the visions, missions, and strategies of the company.

5.2 Supervise and monitor the Company's performance in accordance with the policy related to technology and information technology master plan and give opinions or suggestions on technology operations, technology security, data management, Information Technology Master Plan, and the allocation of important digital technology resources.

5.3 Report on operating results according to policies and plans of the Technology Committee to the Board of Directors

5.4 Consider the appointment of sub-working groups to carry out relevant tasks as appropriate

5.5 Perform other tasks as assigned by the Board of Directors.

6. Meetings and Agenda

6.1 Technology Committee meeting agenda is set at least once a month as necessary and appropriate

6.2 At the Technology Committee meeting, there must be no fewer than half of the total number of directors attending the meeting to constitute a quorum.

6.3 In the event that the Chairman of the Technology Committee is not able attend the meeting or unable to perform duties, the members present at the meeting shall elect one among themselves to act as the Chairman of the meeting instead.

6.4 The decision of the meeting shall be made by a majority of votes. If the votes are equal, the Chairman will have an additional casting vote.

6.5 Agenda for the meeting shall be set in written statement in advance and the meeting documents shall be delivered to the Technology Committee 7 days in advance of the meeting.

7. Reporting

The Technology Committee presents Technology Performance reports, the minutes of each meeting of the Technology Committee to the Board of Directors as appropriate at least once per quarter.

8. Review and Suggestion

The Technology Committee conducts a charter review every year and can suggest any amendments or additional changes as it deems appropriate which will be presented to the Board of Directors for consideration as the case may be.

Head office and branch office



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ONE REPORT
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BAM
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