



FIN 3303

Financial Planning and Controlling

Course Description

Use of financial planning techniques through financial statements, financial statement analysis, working capital management, sales forecasting and profit planning; Principles of budgeting as a tool for administrative teams in the business operation controlling and planning.



Financial Statements



Meaning of Financial Statement

Financial statements refer to the statement of financial position, the comprehensive income statement, the statement of changes in equity, the cash flow statement, and the notes to the financial statements



Elements of Financial Statements

Balance Sheet



Assets
Liabilities
Equity

Income Statement



Revenues
Expenses



Assets	Note	Consolidated financial statements		Separate financial statements	
		30 September 2025	31 December 2024	30 September 2025	31 December 2024
		(Unaudited)		(Unaudited)	
<i>(in thousand Baht)</i>					
Current assets					
Cash and cash equivalents		40,364,587	54,612,895	19,804,199	24,149,352
Current investments		184,916	15,595	-	-
Trade accounts receivable	4, 5	4,459,739	3,856,014	97,852	99,400
Other current receivables	4, 5	16,684,307	17,132,261	11,327,744	11,621,095
Short-term loans to subsidiaries	4	-	-	5,839,116	6,640,473
Inventories		63,692,302	61,269,362	22,530,719	22,123,393
Derivatives assets	15	2,433	861	-	-
Other current assets		379,598	265,624	126,121	159,271
Total current assets		125,767,882	137,152,612	59,725,751	64,792,984
Non-current assets					
Investments in subsidiaries	6	-	-	282,549,375	282,549,375
Investments in associates	6	9,111,984	9,038,648	-	-
Investments in joint ventures	6	6,134,680	5,981,168	-	-
Investments in related companies	4, 15	3,013,221	3,047,054	2,127,760	2,172,080
Other long-term investments	15	849,464	832,923	-	-
Other non-current receivables	4	1,160,439	791,440	-	-
Investment properties		57,867,013	56,683,528	-	-
Property, plant and equipment	7	218,838,563	216,588,518	48,636,628	48,074,752
Right-of-use assets	8	99,966,265	94,229,389	52,399,252	51,877,390
Goodwill	3	364,700,323	360,641,444	-	-
Intangible assets other than goodwill		53,366,784	53,825,079	2,534,413	2,641,829
Deferred tax assets		2,012,872	1,874,784	1,664,200	1,543,741
Other non-current assets	4	4,315,829	3,433,703	1,189,063	1,160,218
Total non-current assets		821,337,437	806,967,678	391,100,691	390,019,385
Total assets		947,105,319	944,120,290	450,826,442	454,812,369

		Consolidated		Separate	
		financial statements		financial statements	
		30 September	31 December	30 September	31 December
		2025	2024	2025	2024
		(Unaudited)		(Unaudited)	
		<i>(in thousand Baht)</i>			
Liabilities and equity	<i>Note</i>				
<i>Current liabilities</i>					
Short-term borrowings from financial institutions		19,100,360	9,445,972	-	-
Trade accounts payable	4	115,711,419	128,293,882	49,840,094	55,097,311
Other payables	4	32,837,682	32,948,265	18,230,600	19,334,503
Current contract liabilities		1,253,358	693,199	406,700	-
Short-term borrowings from subsidiaries	4	-	-	2,700,000	1,500,000
Current portion of debentures	9, 15	52,914,347	41,695,986	29,511,175	21,668,398
Current portion of long-term borrowings from financial institutions	15	4,344,053	2,258,745	-	-
Current portion of lease liabilities	4	11,674,748	12,188,448	7,828,979	7,822,496
Corporate income tax payable		1,153,693	2,288,726	552,264	780,645
Current derivatives liabilities	15	9,262	25,976	-	-
Other current liabilities		2,609,251	2,537,076	533,401	551,646
Total current liabilities		241,608,173	232,376,275	109,603,213	106,754,999
<i>Non-current liabilities</i>					
Debentures	9, 15	228,124,652	237,524,615	182,748,990	196,260,301
Long-term borrowings from financial institutions	15	16,712,543	25,607,014	-	-
Non-current contract liabilities		38,364	47,113	-	-
Lease liabilities	4	102,021,157	95,868,026	47,875,174	47,250,496
Provisions for employee benefits		8,309,774	7,939,098	4,119,461	3,919,542
Other non-current provisions		2,579,847	2,563,379	219,815	211,862
Rental deposits from tenants		1,423,615	1,468,893	-	-
Accrued guarantee deposits	15	4,331,502	4,139,740	4,258,901	4,079,803
Deferred tax liabilities		16,508,761	16,472,722	-	-
Other non-current liabilities		429,387	502,696	-	-
Total non-current liabilities		380,479,602	392,133,296	239,222,341	251,722,004
Total liabilities		622,087,775	624,509,571	348,825,554	358,477,003

Liabilities and equity <i>(Continued)</i>	Note	Consolidated		Separate	
		financial statements		financial statements	
		30 September 2025 (Unaudited)	31 December 2024	30 September 2025 (Unaudited)	31 December 2024
<i>(in thousand Baht)</i>					
Equity					
Share capital					
Authorised share capital <i>(8,986 million ordinary shares, par value at Baht 1 per share)</i>		<u>8,986,296</u>	<u>8,986,296</u>	<u>8,986,296</u>	<u>8,986,296</u>
Issued and paid-up share capital <i>(8,983 million ordinary shares, par value at Baht 1 per share)</i>		8,983,101	8,983,101	8,983,101	8,983,101
Additional paid-in capital					
Premium on ordinary shares		1,684,317	1,684,317	1,684,317	1,684,317
Surplus from changes in ownership interests in subsidiaries		294,547	294,547	-	-
Retained earnings					
Appropriated					
Legal reserve		900,000	900,000	900,000	900,000
Treasury shares reserve		2,655,065	-	2,655,065	-
Unappropriated		111,765,974	105,826,114	79,939,036	74,227,368
Treasury shares	10	(2,655,065)	-	(2,655,065)	-
Perpetual subordinated debentures		9,955,000	9,955,000	9,955,000	9,955,000
Other components of equity		<u>(1,041,237)</u>	<u>(782,836)</u>	<u>539,434</u>	<u>585,580</u>
Equity attributable to equity					
holders of the Company		<u>132,541,702</u>	<u>126,860,243</u>	<u>102,000,888</u>	<u>96,335,366</u>
Non-controlling interests		<u>192,475,842</u>	<u>192,750,476</u>	<u>-</u>	<u>-</u>
Total equity		<u>325,017,544</u>	<u>319,610,719</u>	<u>102,000,888</u>	<u>96,335,366</u>
Total liabilities and equity		<u>947,105,319</u>	<u>944,120,290</u>	<u>450,826,442</u>	<u>454,812,369</u>

	Consolidated		Separate	
	financial statements		financial statements	
	For the three-month period ended 30 September		For the three-month period ended 30 September	
Note	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Revenues				
Revenue from sale of goods and rendering of services	242,599,441	234,043,974	113,853,075	107,850,172
Interest income	120,608	133,629	62,414	57,373
Dividend income	2,398	137	1,145,405	1,144,645
Net foreign exchange gain	135,876	-	-	-
Other income	7,796,296	7,104,706	7,662,471	6,722,770
Total revenues	250,654,619	241,282,446	122,723,365	115,774,960
Expenses				
Cost of sale of goods and rendering of services	187,358,819	180,869,244	80,351,684	76,441,574
Distribution costs	43,129,428	40,373,378	29,127,869	27,055,477
Administrative expenses	7,874,930	8,191,451	4,895,449	4,454,782
Net foreign exchange loss	-	553,752	16,904	416,052
Total expenses	238,363,177	229,987,825	114,391,906	108,367,885
Profit from operating activities	12,291,442	11,294,621	8,331,459	7,407,075
Share of profit of associates and joint ventures accounted for using equity method	170,327	172,949	-	-
Profit before finance costs and income tax expense	12,461,769	11,467,570	8,331,459	7,407,075
Finance costs	3,591,742	3,860,904	2,383,434	2,423,773
Profit before income tax expense	8,870,027	7,606,666	5,948,025	4,983,302
Income tax expense	1,549,353	1,233,639	746,191	515,884
Profit for the period	7,320,674	6,373,027	5,201,834	4,467,418
Profit attributable to:				
Equity holders of the Company	6,596,528	5,607,864	5,201,834	4,467,418
Non-controlling interests	724,146	765,163	-	-
Profit for the period	7,320,674	6,373,027	5,201,834	4,467,418