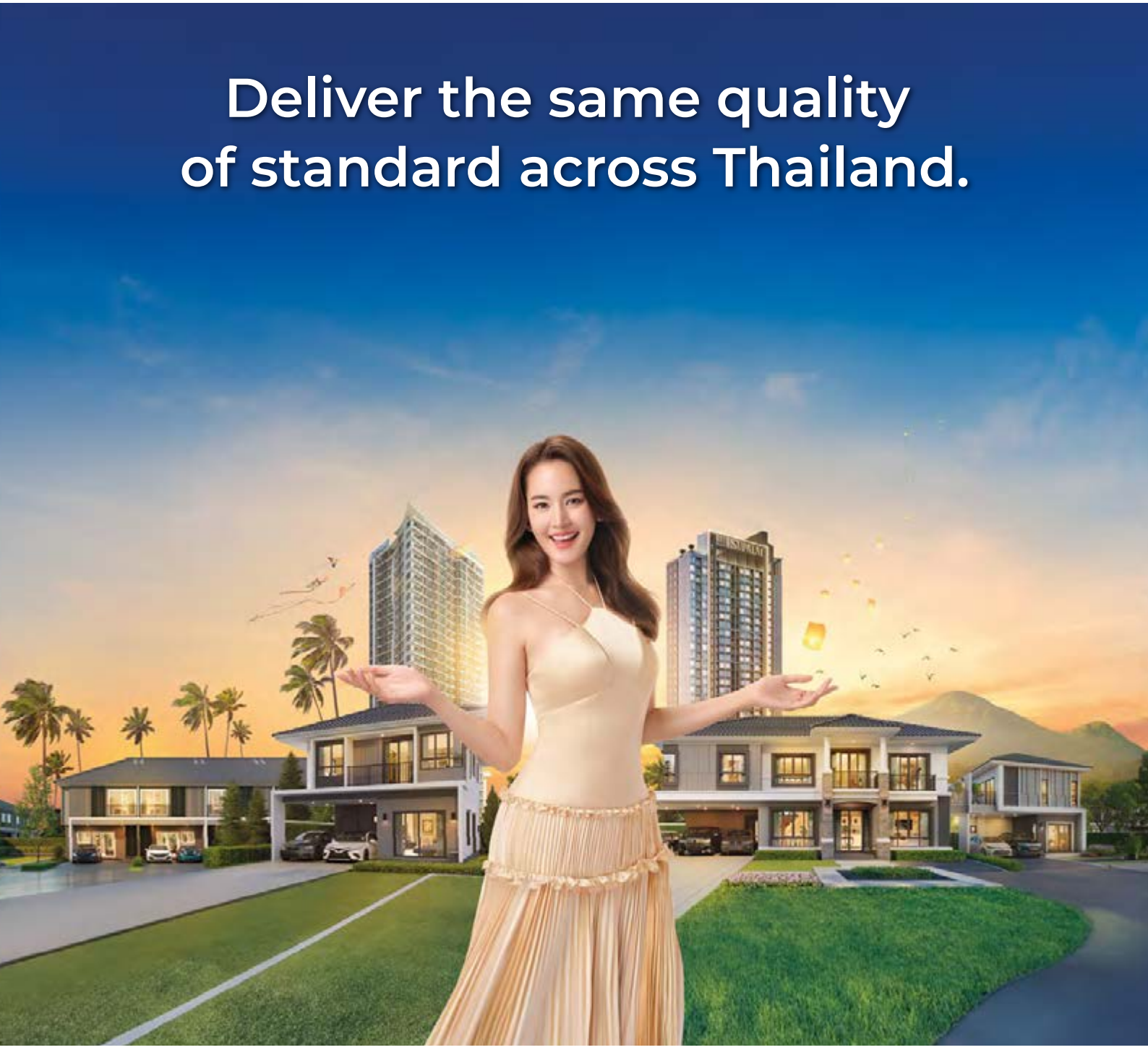
SUPALAI

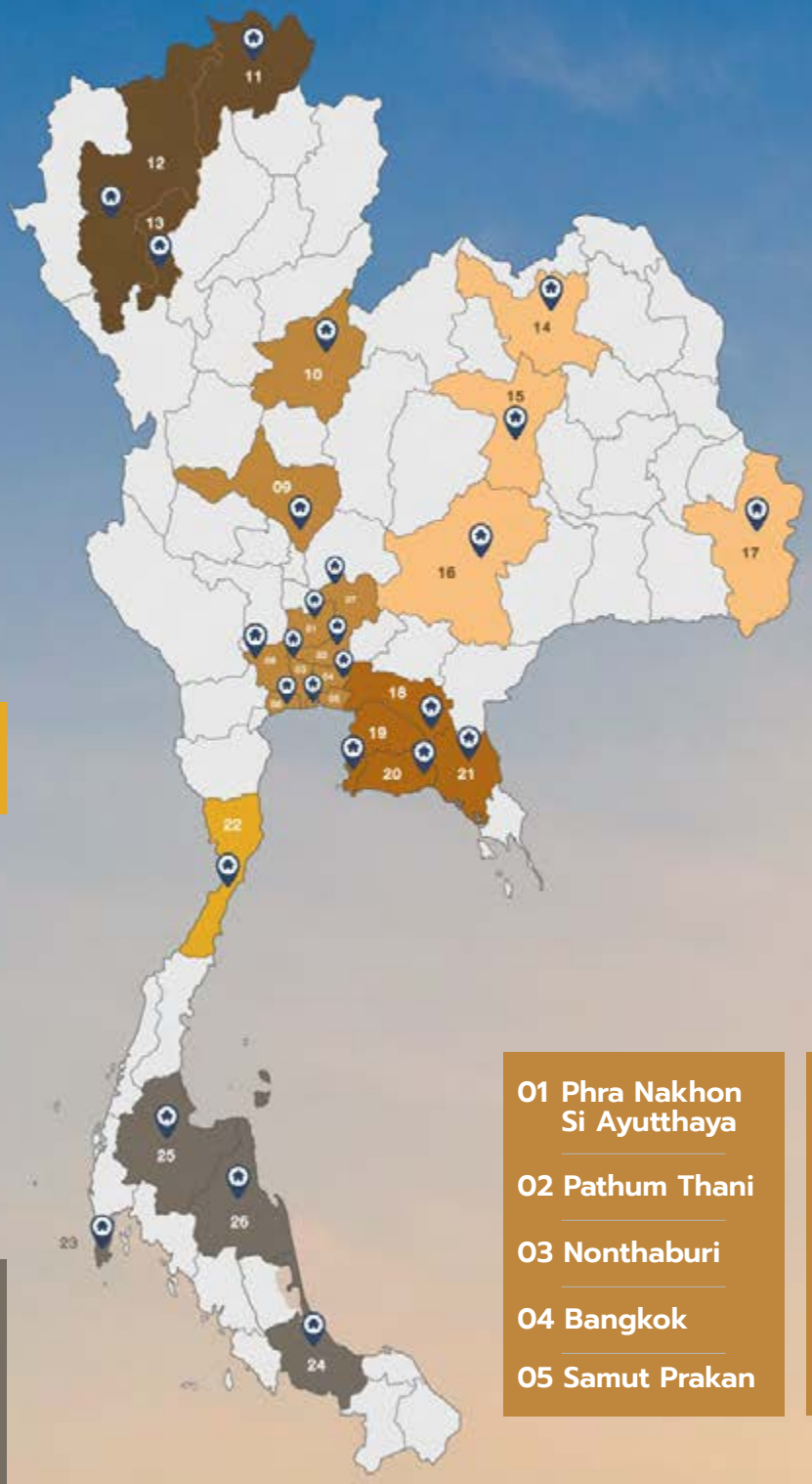



Annual Registration Statement / Annual Report 2023
(Form 56-1 One Report)

SUPALAI PUBLIC COMPANY LIMITED

# SUPALAI's Project in 26 Provinces Nationwide

Central | Northern | Northeastern
Eastern | Western | Southern




11 Chiang Rai
12 Chiang Mai
13 Lamphun

14 Udon Thani
15 Khon Kaen
16 Nakhon Ratchasima
17 Ubon Ratchathani

18 Chachoengsao
19 Chonburi
20 Rayong
21 Chanthaburi

22 Prachuap Khiri Khan

01 Phra Nakhon Si Ayutthaya
02 Pathum Thani
03 Nonthaburi
04 Bangkok
05 Samut Prakan

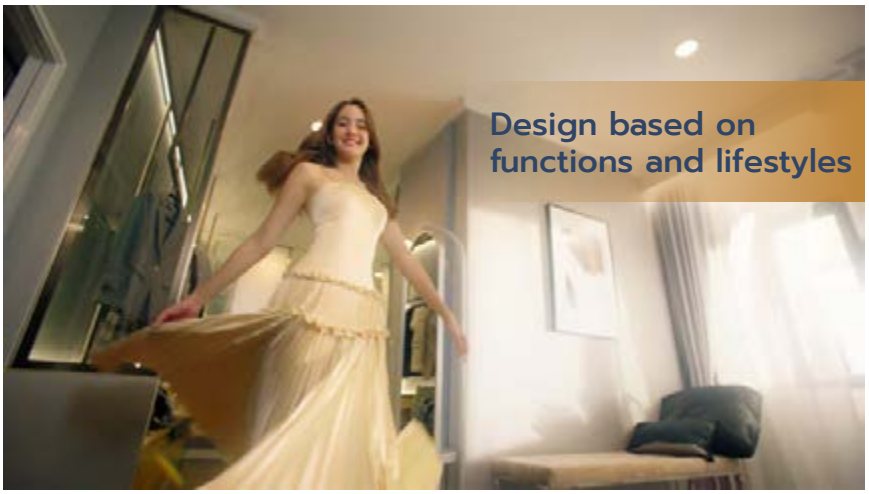
06 Samut Sakhon
07 Saraburi
08 Nakhon Pathom
09 Nakhon Sawan
10 Phitsanulok

23 Phuket
24 Songkhla
25 Surat Thani
26 Nakhon Si Thammarat

# SUPALAI Houses
# #GOODSTANDARDSAMEQUALITY
# Nationwide

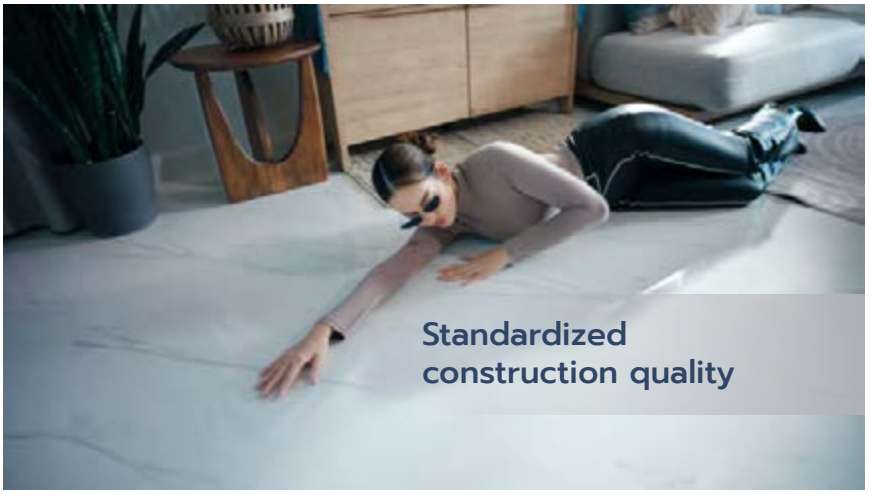
Over 34 years in business operation, "Supalai" is committed to being a developer of real-life housing, understands all needs, and provides happiness in living for people in every region. The Company recognizes that the standard of a good home also affects a good lifestyle.

Supalai therefore designs every house with the same good standards, no matter which region they live in, how they live, and what kind of different lifestyle. Everyone can live a peaceful and happy life under the concept of GOODSTANDARDSAMEQUALITY in every house nationwide.




## House design standards

Understanding real life and designing the usable area of each room perfectly with wide, airy, and well-ventilated area, meeting the needs of lifestyle.



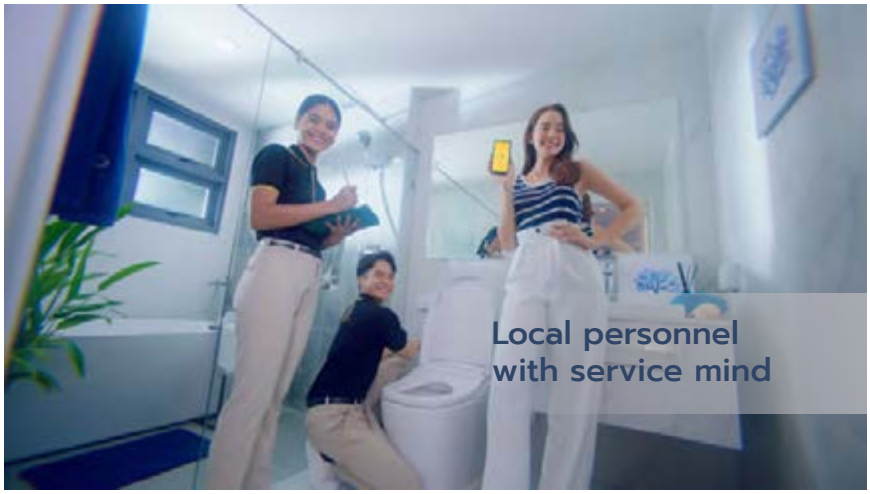

## Good construction standards

Using quality materials and paying attention to residents with smooth floors and walls, easy for expansion, made of aerated bricks.

## After-sales service standards

Providing services with service mind, reporting any repairs and problems with instant solutions via SABAI Application and Contact Center.

1720
supalai.com




## Standards of care from real personnel in the area

No matter where you are, Supalai takes care of you from real personnel in the area.

## Safety Standards

Supalai cares about residents, providing peace of mind with a 24-hour security system.

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# Variety of Living Styles

## Condominium

Supalai Public Company Limited has more than 30 years of experience in condominium project development, totaling more than 100 buildings, both in Bangkok and major provinces across the country.

The main idea of condominium design is to design a functional condominium unit and cost-effective management of every square meter of space with benefits on residents' comfort. Other than the space within the condominium, the Company also pays attention to the variety of common areas within projects to meet the needs and trends of living of different customer groups by applying innovative concepts from design to construction to modernize condominiums with stability, durability, and energy efficiency. It also combines aesthetic inspiration to create unique architecture, such as conformity with the context of the environment or the history of areas, the use of symbols, patterns, and natural beauty to define the project style.

## Single-detached House

From projects development and actual residences, integrated with new social contexts and modern people's lifestyles. The Company prepares for unprecedented situations, such as epidemics, changes of consumer behavior, etc., to develop products based on actual residences, especially single-detached house products. In the previous year, the Company developed houses to be in line with the new lifestyles, which were flexible to modify functions to accommodate all different lifestyles at all ages.

Single-detached houses in Tropical series are products development based on long continuing experience combined with a new normal context. It is presented in a new Modern Tropical style that is suitable for the tropical climate of Thailand. This has received great feedback in all regions where this new home design has been introduced.

## Semi-detached House

The Company is committed to developing the complete quality of life for a single-detached house, which can be more easily accessible to the public. Thus, the "Semi-detached House" product with functionality and usable areas similar to a single-detached house at a lower price has been developed in conjunction with the concept of modern social context. Finally, a new type of semi-detached house in a variety of sizes according to the behavior and needs of customers in different locations is developed.

## Townhome

The Company intends to develop "townhome" products to overcome the limitations of traditional townhomes by offering new types of townhomes with full functionality, cleanliness and hygiene, and good ventilation where wind or breezes can move air through a room without using an air conditioner all the time. It is also flexible with easily modifiable functions and accessible to the general public.

## Landscape Design

In terms of garden or common area design, the Company's designs are under the context of the space with an emphasis on promoting local identity and also taking into account the preservation of existing trees in the design area to reduce the impact on the original terrain in order to preserve the condition and the natural environment as much as possible.

# Message from the Chairman of the Board of Directors

The Company continues adhering to ethical and legal principles and supplier development to cover good principles throughout the supply chain in order to create benefits to all stakeholders and society. **This is to lead Supalai forward for steady growth and drive environmentally friendly business operations.**

**(Dr. Prateep Tangmatitham)**
Chairman of the Board of Directors

## To Shareholders

2023 had been a challenging year for business operations under uncertain economic conditions, although economic situations were likely to grow in a better direction due to stable inflation. This year, the Company was able to launch 26 new low-rise and condominium projects worth 29,640 million baht, divided into 23 low-rise projects (8 projects in Bangkok and its vicinity, 15 projects in the region) and 3 condominium projects.

At the end of 2023, the Company signed a joint investment agreement with Stockland Communities Partnership HoldCo Pty Ltd, a leading real estate company in Australia, to establish a joint venture under the name "SSRCP HoldCo Pty Ltd", with an investment value of 12,600 million baht. 12 more residential projects were developed with a project value of 137,700 million baht in 4 states, 5 major cities in Australia. Currently, 24 projects have been developed with a project value of 187,700 million baht, representing a total investment of 22,300 million baht. The revenue of newly purchased projects will be recognized in 2024 because some have already begun their development.

In the past, the Company had focused on developing the real estate business sustainably, striving to create new home design innovations, emphasizing on innovation in customer service along with caring for society and the environment in all aspects. The **"Supalai Srangdee"**

Project is ready to drive green housing innovation by selecting energy-saving. construction materials that help reduce heat, water consumption, waste, and greenhouse gas emissions. **Waste Management** project was organized, including cultivating "good practice" in every process from sales to after-sales and applying technology to all processes along with operational process development and human resource development through **Agile Transformation** project.

This commitment has led the Company to receive the Best Public Company - Property and Construction Industry 2023 award with the No. 1 ranking in the real estate and construction industry, and many honorary awards from leading organizations. These are the testimony for its credibility with the Company, such as the BEC Award 2022 at very good level in the condominium category from the Department of Alternative Energy Development and Efficiency, Ministry of Energy (BEC Awards 2022), LIVINGINSIDER AWARDS 2023 in the category of BEST NATURAL HOME to recognize the performances of real estate entrepreneurs and brokers who have performed excellently, being ranked in Forbes Asia's Best Under A Billion 2023, Commendation Letter Award for assisting the Governor of the Royal Forest Department, FIABCI - Thai Prix D' Excellence Awards 2023 for 5 consecutive years, awards from Energy Efficiency Rating Project (Electricity Saving Label No. 5) in the category of residential houses for 2 projects and 3 house types, Rating AA Thailand Sustainability Investment (THSI) or "Sustainable Stock" for 2023, BCI Asia Top 10 Developers Awards 2023 for 13 consecutive years, being ranked in the "Excellent" group for 11 consecutive years from Corporate Governance Report of Thai Listed Companies 2023, CAC Change Agent Award 2023 for 2 consecutive years, being assessed by AGM Checklist for 11 consecutive years, Plaque of Energy Saving Home, Thailand Energy Award 2023, Sustainability Disclosure Recognition 2023 for 5 consecutive years.

Overview of the Company in 2024 is a year of expanding potential in various dimensions to drive real estate investment more domestic and international. The Company plans to launch projects, project value, sales target, and ownership transfer value as much as possible. Its sales target is 36,000 million baht, the total revenue of 36,000 million baht, and land procurement budget of 8,000 million baht. It is the year breaking the record with the highest launch of new projects with the highest value since the establishment of the Company. There are 42 projects with a total value of 50,000 million baht, covering all products, segments, and price level, which meet all requirements. There are 38 low-rise projects worth 43,500 billion baht and 4 condominium projects worth 6,500 million baht. The Company is ready to enter the real estate market in 3 provinces in potential locations, namely Lampang, Ratchaburi, and Lopburi. Therefore, the development of projects covers all locations in 29 provinces to cater to the needs of consumers across all regions. There will be new emerging things. The Company **penetrates the luxury single-detached house market** to enter the high-end market, designs new products that match the lifestyles of all target customers, and creates **a new series** of homes with more innovations for sustainable living. The Company has continuously developed product quality and green housing innovations since its establishment until now. The Company has launched a total of 441 projects and is committed to continuous growth.

Over the past 35 years, the Company Group has adhered to and focused on sustainable business operations by emphasizing the appropriate balance creation in 3 dimensions, namely economic, social, and environmental, using the principles of good corporate governance and risk management, the creation of a better quality of life for people in society with the awareness of social responsibility towards sustainable development according to the SDGs (Sustainable Development Goals), and the creation of housing innovation along with the continuous social development in various forms, including knowledge, education, family, health, environment, and arts and culture. The Company continues adhering to ethical and legal principles and supplier development to cover good principles throughout the supply chain in order to create benefits to all stakeholders and society. This is to **lead Supalai forward for steady growth and drive environmentally friendly business operations** and sustainable energy management towards the mid-term environmental goals and greenhouse gas emission reduction by 40% by 2030 from BAU (Business As Usual).

Part
1

# Business Operation and Performances

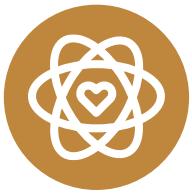
# Organizational Structure and Operation of the Group of Companies

## Vision

Leader in sustainable real estate development with contribution to social and environmental improvement

## Mission

To continuously create and develop innovative products and services to bring the most value in the interests of our stakeholders social environment and governance



## Core Value

**Growth Mindset** : Self-development, idea development for mutual benefits

**Dynamic** : Agile, adaptable to all situations

**Win Win** : Win together

**Innovation** : Innovate, share, listen, try new things

**Customer Centric** : Respect and create customer satisfaction and responsibility for stakeholders, society, and environment

**Legal and Corporate Governance** : Emphasizing on legality, ethics and code of conduct

## Management Philosophy

For quality society of "Supalai Residents", the Company is committed to developing quality residences and continuing to innovate its products and services, while improving resident safety and comfortability and striving to deliver professional and premium service in order to maximize customer satisfaction by adhering to the principles of management philosophy as follows:

**S** **Superiority** Excellence in terms of products, services and good management

**P** **Profitability** Consider the benefits for all parties involved such as customers, shareholders, employees, contractors, partners and society

**L** **Longevity** Operation of sustainable and stable business

# Organizational Culture

| | | |
|---|---|---|
| S | Support / Sponsor | Cooperate and assist one another in a way that the senior employees teach younger ones |
| P | Planning | Establish a plan and a clear target |
| A | Attitude | Have a positive attitude and sacrifice personal interests for the common good or benefit of others and not being selfish |
| L | Legal and Regulation | Comply with applicable laws, rules and regulations as well as requirements for each operational stage of the Company's ISO systems |
| I | Integrity | Be honest and adhere to moral standards. Never take advantage of customers and colleagues |

# Good Corporate Governance Motto

| | | |
|---|---|---|
| G | Good | • To think good, speak good and do good is the foundation of positive thinking, which can be applied to work and to solve problems. This also helps reduce conflicts while enhancing smooth and successful interpersonal communication |
| R | Responsibility | • Act consciously<br>• Operate business with determination and dedication with all our ability<br>• Always learn to enhance capabilities |
| E | Equitable Treatment & Ethics | • Treat all relevant parties equally<br>• Adhere to moral standards and conduct business with fairness<br>• Taking into account all stakeholders, including community, society and environment<br>• Treat stakeholders equally and respecting human rights |
| A | Accountability | • Fulfill duties with utmost attention<br>• Be consciously aware of and carry out our tasks cautiously<br>• Bravely accept the consequences of our actions<br>• Adhere to and abide by applicable laws, rules and regulations |
| T | Transparency | • Operate business with transparency, disclosure of information and accountability<br>• Being committed to conducting business and driving sustainable operations<br>• All pieces of evidence and references can be traceable and accountable |

# Long-term Goal and Strategy

Supalai Public Company Limited has strived to develop residential and commercial properties for over 34 years. Throughout the period of its business operations, the Company focuses on good governance and transparency to achieve sustainable growth and continuously develop products and services to meet the needs of customers in all eras. With this continuous development, the quality of products and designs can be delivered by the Company to customers as their expectation, guaranteed by various awards and the steady growth. Growing together along with all stakeholders of the Company is very important for the business. Besides, the importance to deeply concern in environment is another one for business to contribute. Thus, the Company sets various environmental target including setting corporate target to reduce the Carbon Footprint of Organization (CFO) and achieve net zero greenhouse gas emissions by 2050 in order to balance operations and sustainable business development. The Company's key strategy has been planned in 6 areas for sustainable growth as follows;

## Environment

Lessen the impact of all environmental aspects are the important target for the Company including initiating waste management caused by construction processes for maximizing benefits of material usage, creating new innovation to reduce the usage of materials or use materials efficiently, promoting investment and development in eco-friendly products to all business partners, creating awareness the importance of environmental impacts. In addition, the Company commits to reduce Carbon Footprint of Organization by 25% within 3 years, and 40% by 2030 which is one of the Company's key mission.

## Customers

As the Company focuses on the development in residential and commercial properties for over 34 years, the Company has continuously developed products and services to meet the customers expectation, foreseen the future needs that may ease the customers living, and delivered quality products to customers. To improve continuously in both prior and after sales service is committed to develop including providing the assistance in cases of unexpected events, such as emergency situations or natural disasters. The safety of customers is one main issue for the Company to be aware and strive to develop in such areas.

## Society and Community

The Company has strived to be a good entrepreneur by concerning on all stakeholders in any activities so that it is important to realize the foremost of overall society and communities. The Company emphasizes on business operations that maximizes the benefits to society and communities such as developing the projects' neighborhood areas, increasing the protection the neighborhood during project's construction to ensure safety and decrease the risk of unexpected situations related to construction process. Not only about related to the projects, the Company also provides the assistance to others nationwide such as taking part in creating balance and restoring the coastal ecosystem.

## Investors

The Company commits to create the growth of its business and become a leader in the residential property business and plan its business strategy for sustainable growth. It also emphasizes on conducting business operations with transparency so that all investors can ensure to invest with the Company and ensure to have good return on investment.

## Business Partners

The Company has always promoted business operations in accordance with good governance principles and the Code of Conduct for Business Partners to achieve sustainability, transparency, and straightforward business operations that can ensure that the quality products would be delivered. In addition, the Company concerns and realize on the environmental impacts of all activities of its business operations including the products used in the Company and all projects. Growing together sustainably with partners is one of the Company's mission to operate with all business partners.

## Employees

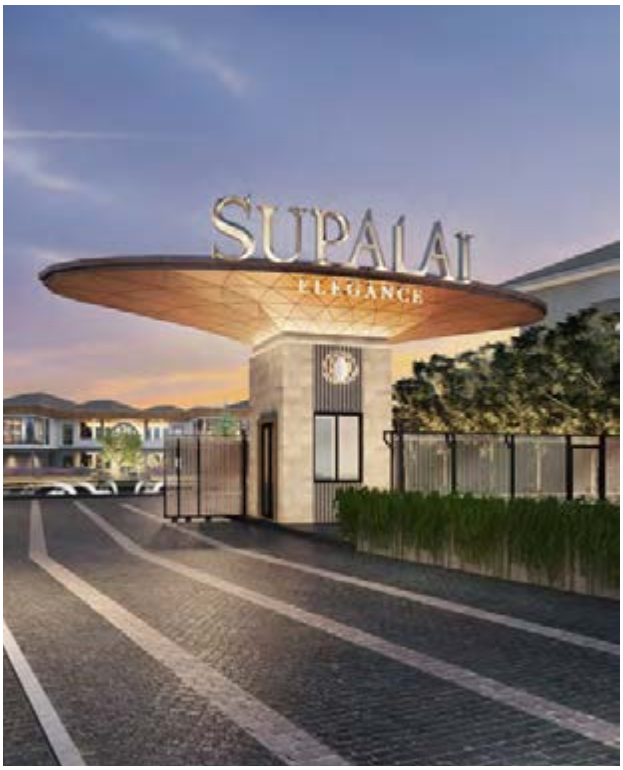
The Company is aware of the importance to develop the skills of employees and executives. Since the human resources is one of principle part for business growth, the Company emphasizes on constant and continuous developing the competency in all areas to all employees which allow them to cope with the rapid change. The Company has also strived to create the friendly and transparency workplace, society and culture in the organization for ensuring the employees to work with happiness along with growing sustainably.

# Background

Supalai Public Company Limited ("the Company") was established on June 26, 1989. Its operations began with real estate development in the category of housing projects and commercial buildings with the initial registered capital of 100 million baht. At the beginning stage, its business dealt with constructing single detached houses and townhomes in the form of gated communities. Subsequently, its business has expanded to cover condominium projects, office buildings, hotels and resorts. In 1992, the Company has transformed into a public company with the registered capital increased to 1,000 million baht and its shares had been listed on the Stock Exchange of Thailand on November 17, 1993. The Company's goal is to focus on building both low-rise and high-rise housing projects. Up to the present, the Company's paid-up issued capital increased to 1,953.05 million baht.

# Overview of business operations of the Company and its subsidiaries

Supalai Public Company Limited and its subsidiaries ("group of companies") operate real estate development projects for living and commercial purposes. Our projects are conceptualized with the idea of a quality living place for quality community of **"Supalai residents"**. We always develop our housing models with carefully selected materials that meet our ideal standards. Our pre and post delivery services are diligently supervised to foster a safe and friendly community for our clients' utmost satisfaction. The Company and our subsidiaries operate and own the following housing projects: single detached houses, duplex houses, townhomes and condominiums in a variety of areas throughout Bangkok and metropolis including other provinces. This is to respond to the need of the market and our many customers who have different preferences and goals, and are primarily those who are middle to high income earners. Our priority is to focus on the completion of our current housing projects and deliver them by deadlines to create the brand awareness of "Supalai". This name will be used as a leading name for every project, followed by specific name of each project to fit in with different project formats and the target market. Moreover, the Company is also the developer of offices for rent in the commercial districts, while the subsidiaries operates real estate project management as well as the management of hotels and resorts. However, in 2014, the Company expanded its investment to Australia. It was a joint investment with a major real estate developer in Australia. In 2022, the Company had jointly invested in 12 projects. In December 2023, the Board




of Directors' Meeting of Supalai (Public) Company Limited approved Supalai Australia Holdings Pty Ltd (a subsidiary of Supalai). to enter into a joint venture with Stockland Communities Partnership HoldCo Pty Ltd, a subsidiary of Stockland Corporation Ltd, one of Australia's largest listed property companies, by establishing a new joint venture and entering into a joint venture contract for investment in real estate projects in Australia. Supalai Australia Holdings Pty Ltd has invested 49.9% to jointly acquire almost all property development projects from one of Australia's leading real estate companies, Lendlease Corporation Limited. There are 12 projects in 4 states and 5 key cities. As a result, the Company has invested in a total of 24 projects in Australia in 4 states and 6 key cities. Currently, the Company and its subsidiaries have grown to become one of the leading companies in real estate business.

## 1.1.2 Major Changes and Developments

### Important events of the year 2021 - 2023

**2021**

**June**

Approving the Company to change the selling price of Supalai Grand Tower Project and the investment in SPALIRT's trust units with the trading price of at least 2,850 million baht and invest in SPALIRT's trust units in the proportion of not exceeding 30% of the total value of all units offered for sale.

**July**

Supalai Australia Holdings Pty Ltd had fulfilled the terms specified in the joint venture agreement with AW BidCo 1 Pty Limited and such contract has come into force. This joint operation is a joint operation in which such a subsidiary has a 50% stake from the joint operation under the joint venture agreement.

**January-December**

- 23 new projects totaling 24,790 million baht were launched, divided into 2 condominium projects and 21 housing projects.
- Issuing debentures on a private placement basis for 2 times in the total amount of 3,500 million baht.

**2022**

**February**

- Approving the Company's cancellation of the establishment of Supalai Real Estate Investment Trust ("SPALIRT") through disposal of Supalai Grand Tower Project to SPALIRT, including disposal of the investment in Adelphi Real Estate Management Co., Ltd., which is the REIT manager of SPALIRT. The Company sold such investment.
- Approving the sale of 194,938,600 shares of the Company's treasury stock, or approximately 9.10% of the total number of shares in issue, on the Stock Exchange of Thailand between 8 March 2022 and 9 July 2023 at a price that must be more than or equal to 85% of the average closing price of the latest 5 trading days. The Company began selling the treasury stocks from 11 April 2022.

  During the year, the Company sold 3 million shares of treasury stock at a total price of Baht 60 million.

## June

Supalai Australia Holdings Pty Ltd ("subsidiary") entered into the Co-Owners Agreement with Mirvac McCormacks Road Pty Limited, to carry out a property development project in Australia. This joint arrangement is treated as a joint operation. The subsidiary's interest in this joint operation under the agreement is 50 percent.

## October

Approving to change the procedure for resell of treasury stock as follows:

1. Offer 190,015,700 shares of treasury stock on the Stock Exchange of Thailand between 18 and 25 October 2022 at a price that must be more than or equal to 85% of the average closing price of the latest 5 trading days
2. Offer 2,268,400 shares of treasury stock to directors and employees of the Company on 18 October 2022 at a price that must be more than or equal to the average closing price of the latest 7 trading days
3. If the Company has been unable to sell all of the treasury stock case by the end of the period stipulated for the resale, the Company will decrease its paid-up capital and register the decrease in capital within 14 days from the date it cancels the shares.

On 18 October 2022, the Company sold 2,258,800 shares of treasury stock to directors and employees of the Company, at a subscription price of Baht 18.86 per share, totaling Baht 43 million. In addition, the Company wrote off the 190,025,300 unsold shares of treasury stock and reversed all reserved from "Appropriated retained earnings - Treasury stock reserve" to "Unappropriated retained earnings". The Company registered the decrease in its share capital with the Ministry of Commerce on 26 October 2022.

## January-December

- 31 new projects totaling 37,800 million baht were launched, divided into 3 condominium projects and 28 housing projects.
- Issuing debentures on Institutional Investors for 4 times in the total amount of 8,500 million baht.

## 2023

### December

The Company's Board of Directors' meeting passed a resolution to approve an investment by Supalai Australia Holdings Pty Ltd in SSRCP Holdco Pty Ltd, which is newly incorporated in Australia. Currently, the subsidiary has signed the joint agreement. It will pay the called up capital of this joint venture in 2024.

### January-December

- 26 new projects totaling 29,640 million baht were launched, divided into 3 condominium projects and 23 housing projects.
- Issuing debentures on Institutional Investors for 4 times in the total amount of 10,120 million baht.

## 1.1.3 Use of Company's Funds According to Objectives Stated in Registration Statement for Public Offering of Securities

### (1) Use of proceeds from each offering of equity instruments or bonds

| Objective of Using the Funds | Estimated Amount Used | Estimated Period of Amount Used | Descriptions / Progress of Use of Funds / Reasons and Measures in the case of Use of Funds Non-Compliant with Objectives |
|---|---|---|---|
| 1. Used as working capital in the business | | | |
| • Debentures issued in May 2023, amounting to 1,400 million baht | 1,400 million baht | 4 Days | To use as working capital in the business |
| • Bills of exchange issued in October 2023, amounting to 900 million baht | 900 million baht | 1 Day | To use as working capital in the business |
| 2. To repay loans or debts from the issuance of bonds | | | |
| • Bills of exchange issued in January 2023, amounting to 2,000 million baht | 2,000 million baht | 1 Day | To repay bills of exchange due |
| • Bills of exchange issued in February 2023, amounting to 1,000 million baht | 1,000 million baht | 1 Day | To repay bills of exchange due |
| • Debentures issued in May 2023, amounting to 1,600 million baht | 1,600 million baht | 5 Days | To repay the existing debentures |
| • Bills of exchange issued in June 2023, amounting to 1,000 million baht | 1,000 million baht | 1 Day | To repay bills of exchange due |
| • Bills of exchange issued in July 2023, amounting to 3,600 million baht | 3,600 million baht | 1 Day | To repay bills of exchange due |
| • Debentures issued in August 2023, amounting to 4,120 million baht | 4,120 million baht | 2 Days | To repay the existing debentures and repay project loan |
| • Debentures issued in September 2023, amounting to 3,000 million baht | 3,000 million baht | 1 Day | To repay the project loan |
| • Bills of exchange issued in September 2023, amounting to 1,000 million baht | 1,000 million baht | 1 Day | To repay bills of exchange due |

### (2) Laws applicable to debt instruments

Notification of the Capital Market Supervisory Board No. ThorJor. 17/2561 Re: Application and Approval for Offer for Sale of Newly Issued Debt Securities dated January 17, 2018 (and as amended).

### 1.1.4 Obligations Undertaken by the Company in the Registration Statement to Offer for Sale of Securities and/or Conditions of Permission of Office and/or Conditions of Securities Acceptance of SET

1. The debenture issuer will make the best effort to maintain the listed securities of all issued ordinary shares of the debenture issuer on the Stock Exchange of Thailand.
2. The debenture issuer will maintain the debt to equity ratio in accordance with the debenture issuer's consolidated financial statements being audited or reviewed by the debentures issuer's auditor. Such ratio shall not exceed 2:1 at the end of the fiscal year of each quarter or at the end of the accounting period in the case of the last quarter.

   For the sake of the calculation of the above ratio and the interpretation under these.

   | | | |
   |---|---|---|
   | Liabilities | refers to | the debenture issuer's total liabilities as shown in the debenture issuer's consolidated financial statements which have been audited or reviewed by the debenture issuer's auditor. |
   | Shareholders' equity | refers to | the equity of the debenture issuer as shown in the consolidated financial statements which have been audited or reviewed by the debenture issuer's auditor. |

3. The debenture issuer will maintain the dividend payout ratio of not exceeding 60% of the net income under the debenture issuer's financial statements audited or reviewed by the debenture issuer's auditor for each accounting period of the debenture issuer throughout the life of debentures.
4. The debenture issuer will not declare a dividend payout or stock dividend to shareholders of the debenture issuer in the event that the debenture issuer fails to pay the principal or the debenture issuer defaults the payment of any amount relating to the debentures to the debenture holders.
5. The debenture issuer will not sell, dispose, pay or transfer all assets or some important parts used in the business operation of the debenture issuer, unless the above actions will not affect the debenture issuer's solvency of debentures on the debenture holders.
6. The debenture issuer will perform actions to cause the existing obligations of the debenture issuer under this debenture to have the least order of repayment equal to all other obligations (unsubordinated or without preferential rights) of the debenture issuer throughout the life of debentures.

## 1.2.1 Revenue Structure of the Company and its subsidiaries

| Business | Company's name | % Shareholding Percentage | 2021 | | 2022 | | 2023 | |
|---|---|---|---|---|---|---|---|---|
| | | | Million Baht | Percentage | Million Baht | Percentage | Million Baht | Percentage |
| **Real Estate** | | | | | | | | |
| Condominium | SPALI | - | 14,127 | 46.8 | 15,679 | 43.7 | 10,511 | 32.8 |
| | HN | 57% | 34 | 0.1 | 43 | 0.1 | 50 | 0.1 |
| Low rise | SPALI | - | 12,847 | 42.6 | 15,809 | 44.0 | 16,027 | 50.0 |
| | HN | 57% | 813 | 2.7 | 1,404 | 3.9 | 1,022 | 3.2 |
| | SPN | 99% | 212 | 0.7 | 206 | 0.6 | 400 | 1.2 |
| | SPM | 100% | 168 | 0.6 | 241 | 0.7 | 175 | 0.6 |
| | PK | 82% | - | - | - | - | 20 | 0.1 |
| | AUS | 50%, 100% | 737 | 2.4 | 840 | 2.3 | 2,631 | 8.2 |
| **Total revenue from sales of real estate** | | | **28,938** | **95.9** | **34,222** | **95.3** | **30,836** | **96.2** |
| Other income* | | | 709 | 2.3 | 1,279 | 3.6 | 982 | 3.0 |
| **Total revenues** | | | **29,647** | **98.2** | **35,501** | **98.9** | **31,818** | **99.2** |
| Share of profit from investments in joint ventures and associates | | | 533 | 1.8 | 390 | 1.1 | 247 | 0.8 |
| **Total revenues**** | | | **30,180** | **100** | **35,891** | **100** | **32,065** | **100** |

*Other income : comprise of revenue from rental and service from office building , revenue form hotel business, interest income and gain from disposal of fixed assets etc.

**Total revenues comprise of share of profit from investments in joint ventures and associates

Remark :

SPALI = Supalai Public Company Limited
HN = Haddyai Nakarin Company Limited
SPN = Supalai Northeast Company Limited
SPM = Supalai Property Management Company Limited
AUS = Joint Operations and subsidiary in Australia
PK = Phuket Estate Company Limited

# New Projects Launched in 2023

## 21 Low Rise Projects

### 2 projects

Supalai Essence
Song Prapa-Don muang

Supalai Essence
Ang-sila

### 1 project

Supalai Grand Ville
Sankamphaeng

### 1 project

Supalai Park Ville
Ramkhamhaeng 174

### 1 project

Supalai Lake & River Ville
Nakhon Sawan

### 4 projects

Supalai Palm Ville
Bangkhaem-Nakhonpathom

Supalai Palm Ville
Outer Ring-Rangsit Khlong 4

Supalai Palm Ville
Santapol Udonthani

Supalai Palm Ville
Chanthaburi

### 2 projects

Supalai Palm Springs
Outer Ring-Lamlukka

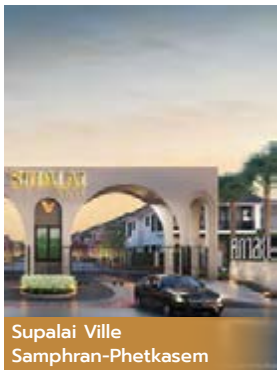
Supalai Palm Springs
Nakhon Ratchasima

## 7 projects

Supalai Ville
Hua Hin

Supalai Ville
Phetkasem-Phutthasakhon

Supalai Ville
Pinklao-Salaya


Supalai Ville
Samphran-Phetkasem

Supalai Ville
Bangsaen-Sukhumvit

Supalai Ville
Ratsada Phuket

Supalai Ville
Lamphun

## 2 projects

## 1 Project of commercial building

Supalai Bella
Nakhu-Chachoengsao

Supalai Bella
Vichit Phuket

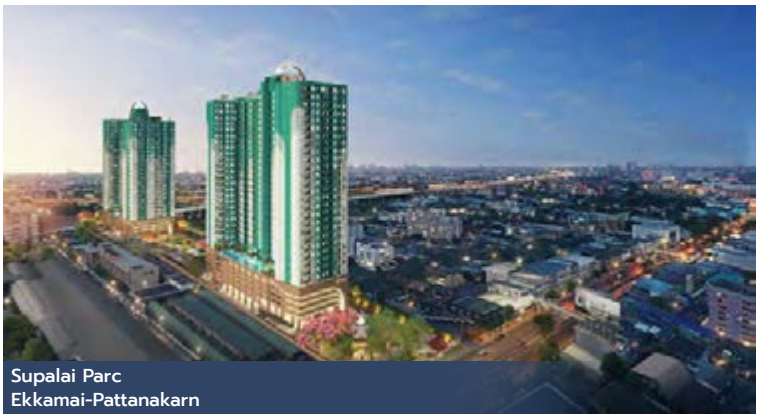
Supalai S-Avenue
Rayong

# 4 High Rise Projects

## 1 project

Supalai Blue Whale
Hua Hin

## 1 project


Supalai Parc
Ekkamai-Pattanakarn

## 1 project

Supalai Sense
Srinakarin

## 1 project

Supalai City Home
Sanambinnam-Rattanathibet

## 1.2.2 Product Information Nature of Market and Policy

Supalai Public Company Limited and its subsidiaries operate real estate business and related business. The products of each category are as follows:

### 1.2.2.1 Nature of Market Categorized by Product and Key Marketing Policy

#### 1. Residential Projects

**1.1 Land and House Development Business**

The Company operates the business of land and house development for selling. It comprises housing projects on a horizontal characteristics in the category of single detached houses, duplex houses townhomes and home office, while simultaneously developing the infrastructure and utilities in the projects. The Company's policy is to sell the land and the house in the form of ready-made houses and houses made to order. Most of the time, the Company sells the houses which are almost completed in order for the customers to see the houses during the construction and be confident that the houses would be completed as scheduled. The projects of the group of companies are located in the areas around the outer ring roads of Bangkok Metropolitan or near the existing or future mass transit systems and also in the provincial areas which are business centers or tourist destinations. This is because they are new locations with high potential where housing is very much in demand. All projects of the group of companies are under the concept of "Supalai...we care for Thai society." There are many types of houses with different and beautiful designs in modern classic style, which are comfortable, energy-saving and cost-effective.

**1.2 Condominium Business**

The Company operates the development of condominiums for selling which comprises project of high-rise residential buildings in the locations near public utility sources and mass communications including the area along the Chao Phraya River. The names of the condominium projects are given differently according to the specific formats of the products and the target groups of customers.

At present, different names of the projects are given by the Company according to specific characteristics of the projects, the products and target groups of customers. This is to satisfy different demands of different groups of customers. Different types of business of the group of companies are as follows:

| Price/Product Type | Segment & Logo |
|---|---|
| 20-40 million baht<br>Single Detached House<br>Duplex House | SUPALAI GRAND ESSENCE |
| 20-30 million baht<br>Single Detached House | SUPALAI ELEGANCE |
| 8-30 million baht<br>Single Detached House | SUPALAI PRIMA VILLA |

| Price/Product Type | Segment & Logo |
|---|---|
| 8.2-133 million baht<br>Condominium | SUPALAI ICON |
| 5-54 million baht<br>Condominium | SUPALAI ORIENTAL |
| 4.5-19 million baht<br>Condominium | SUPALAI ELITE |

| Price/Product Type | Segment & Logo |
|---|---|
| 7-15 million baht<br>Single Detached House<br>Duplex House | SUPALAI ESSENCE |
| 6-22 million baht<br>Single Detached House | SUPALAI RIVER VILLE |
| 5.09-16 million baht<br>Single Detached House | SUPALAI TUSCANY |
| 5-13 million baht<br>Single Detached House | SUPALAI GRAND VILLE |
| 5-10 million baht<br>Single Detached House | SUPALAI PARK VILLE |
| 4.1-7.9 million baht<br>Single Detached House<br>Commercial Building | Supalai Essence |
| 4-10.5 million baht<br>Single Detached House | บ้านสุพริญ์ พาร์ค วิลล์ |
| 3.5-8 million baht<br>Single Detached House<br>Duplex House<br>Townhome | SUPALAI PALM SPRINGS |
| 3.3-5.6 million baht<br>Commercial Building | SUPALAI MONTE BIZ |
| 3.2 million baht or more<br>Single Detached House<br>Duplex House | PALMSPRINGS Life |
| 3-8 million baht<br>Single Detached House<br>Duplex House<br>Townhome | SUPALAI VILLE |
| 3-6 million baht<br>Single Detached House<br>Duplex House | SUPALAI GARDEN VILLE |

| Price/Product Type | Segment & Logo |
|---|---|
| 4.3-16.4 million baht<br>Condominium | SUPALAI RIVA GRANDE |
| 3-33 million baht<br>Condominium | SUPALAI PREMIER |
| 2.7-20.3 million baht<br>Condominium | SUPALAI WELLINGTON |
| 2.5-6.0 million baht<br>Condominium | SUPALAI PRIME RAMA 9 |
| 1.9-11.0 million baht<br>Condominium | SUPALAI LITE |
| 1.8-15.9 million baht<br>Condominium | SUPALAI LOFT |
| 1.8-10 million baht<br>Condominium | SUPALAI VERANDA |
| 1.6-5.7 million baht<br>Condominium | SUPALAI PARK |
| 1.6-5 million baht<br>Condominium | SUPALAI Monte @ Viang Chiangmai |
| 1.6-4.5 million baht<br>Condominium | Supalai Vista |
| 1.4-6.5 million baht<br>Condominium | Supalai Monte @ Viang Chiangmai |
| 1.4-4.9 million baht<br>Condominium | Supalai Mare Pattaya |

| Price/Product Type | Segment & Logo |
|---|---|
| 3-5 million baht Townhome | SUPALAI URBANA |
| 2.7-4.9 million baht Single Detached House Duplex House | SUPALAI MODA |
| 2.5-10.6 million baht Single Detached House Duplex House Townhome | Supalai Lagoon |
| 2.4-6.0 million baht Single Detached House Duplex House Townhome | SUPALAI PRIDE |
| 2.4 million baht or more Single Detached House Duplex House | ปาล์มสปริงส์ พรีโม |
| 2.3-8.4 million baht Single Detached House | ศิภาลัย |
| 2.3 million baht or more Single Detached House Duplex House Townhome | PALMSPRINGS Bright |
| 2-8 million baht Single Detached House Duplex House Townhome | SUPALAI primo |
| 2-6 million baht Single Detached House Duplex House Townhome | SUPALAI bella |
| 2-3 million baht Single Detached House Duplex House Townhome | NOVO VILLE by Supalai |
| 1.5-3 million baht Duplex House Townhome | SUPALAI bliss |

| Price/Product Type | Segment & Logo |
|---|---|
| 1.4-4.4 million baht Condominium | City Resort Pasawang |
| 1.19-4.3 million baht Condominium | SUPALAI City Resort |
| 1.19-4.3 million baht Condominium | SUPALAI City Home @RAYONG |
| 1.0-2.4 million baht Condominium | Supalai Lagoon |

## Nature of Marketing

Real estate market in Thailand consists of many diverse real estate developers and the current consumer behavior and purchasing decisions based on reasons, such as prices subject to affordability, location meeting the needs, quality and standards of residences, project layouts and house plans meeting the needs, including the reputation of entrepreneurs, etc. As a result, entrepreneurs compete in the aspect of design, quality of products and services, environment and facilities of projects, including competition in price of certain product groups. The Company has several competitors, including listed companies, unlisted companies, many other small entrepreneurs, and local entrepreneurs. The competitiveness depends on the product natures, product forms and quality, project location, and product prices. The Company has the potential and capability to compete with other entrepreneurs. The Company's competitive strategies are established as follows:

## Competitive Strategies

### 1. Sustainability strategy emphasizing on and prioritizing sustainable living and environmental management

Sustainable thinking to improve the well-being and reduce impacts of people in society is the responsibility of the Company. We are developers of living spaces and specialize in creating a good quality of life by adhering to good governance principles in business operations in terms of morality, transparency, engagement, and social responsibility. We apply good home principles as the key of good housing construction. Supalai's houses and condominiums meet quality standards with energy saving. Importantly, environmentally friendly materials and renewable energy are used, such as installing solar roofs at homes for customers, piloting the environmentally friendly OFFICE BUILDING by installing solar cell panels at Supalai Grand Tower, installing EV chargers in Supalai projects, both homes and condominiums, reducing the use of natural resources or natural materials, selecting materials for the construction of houses with the least impact on the environment, etc.

The Company takes sustainability seriously in every step to reduce waste by innovating construction with good management planning, including:

- **Reducing usage** New pipe connections with fewer materials, such as calculating the number of pipes from the shop drawing process, using Made to Order pipes to fit the use, innovating new pipe connections using 4-way pipes, using fire extinguishing system without connectors, which can reduce unnecessary material consumption and reduce pipe waste equivalent to hundreds of kilometers long. In addition, the space is designed to fit the tile size to avoid too many remaining tile fragments.

- **Finding a way to reuse** Using renewable materials, such as replacing lightweight brick bases from wooden pallets to reusable plastic pallets, reducing waste of wooden pallets equivalent to 18,157 trees.

- **Reuse Using** the remaining concrete to make a road subbase, recycling materials into new products such as weaving construction material straps into baskets or making water-saving plant pots from wlightweight brick scraps.

The Company wants to prove the results of what the Company did so that everyone can see and prove by themselves through the "Waste Meter", a measurement of the amount of construction waste at various projects. The Company dares to measure it to prove everyone that the Company can really reduce the amount of waste and also avoid generating waste that exceeds construction standards for the purpose of sustainable real estate. The first proven project is Supalai Park Ekkamai-Pattanakarn.

The Company collaborate with business partners to innovate and implement environmentally friendly living innovations. We also focus on energy-saving home design from Supalai's architectural design expertise, taking environment into account. The Company starts from employees in the organization, business partners, Supalai's residential projects to the society and surrounding communities. We promote doing good deeds together by allowing everyone to be engaged and sustainably contribute to the world.

## 2. New home design strategy to meet the needs of New Generation

The Company operates real estate business with commitment and regularly and continuously develops products for the market, covering all customer groups. The new design of TROPICAL MODERN SERIES is derived from the demand survey, expectancy, and new marketing trends, including the study of consumer behavior, especially the new generation, which is the target market emphasized by the Company. This year, the Company also designs new types of houses in TROPICAL MODERN SERIES with small spaces to support the new generation or people who are creating a small family, including townhomes, duplex houses, or small single-detached houses. The Company designs what everyone can choose which covers the needs of each person.

The Company also made a new condo brand, Supalai "Sense", a condominium for the new generation, emphasizing on balancing a life that turns ordinary days into vacation days with Sense of Staycation. It is designed to suit the lifestyle of the new generation. There is a Me Corner function that can modify the space to the desired design. Inside the room, the Project also provides a new type of Pool Access Room that can be connected to the pool. The Project is also conveniently accessible, connected to multiple routes, near MRT stations, with many amenities.

The Company recognizes the behavior of the new generation who prefer raising pets to fulfill their families and value their own pets as one family member, or Pet Humanization. The Company designs the residence that meets the needs of the new generation with a living space and develops products that respond the needs of pet lovers based on the concept of "Built for Real Life" to create SUPALAI Pet Friendly Community in Supalai's projects nationwide, including a townhome with a corner space function for cats, choosing strong and scratch-resistant materials for home decorations, and pet-friendly products. The design idea is derived from an Agile group that gathers employees who love animals. In addition, there is the Dog's Park area, allowing dogs to run around and do activities together.

In addition, The Company collaborated with SB Design Square to design and decorate ready-to-move condominium units with the concept of "Super Life" to support lifestyle by decorating 2 types of units in 2 styles for customers to choose and shop from the actual decoration, location, and view from the room. Due to the current trend, there is an increasing number of customers who want to buy a condominium unit that is completed, ready to move in, and fully furnished before selling, making it an option for customers to buy ready-to-move condominiums. This is available at Supalai City Resort Sukhumvit 107.

## 3. Customer-oriented strategy to serve customer's need

- **Social Enable**

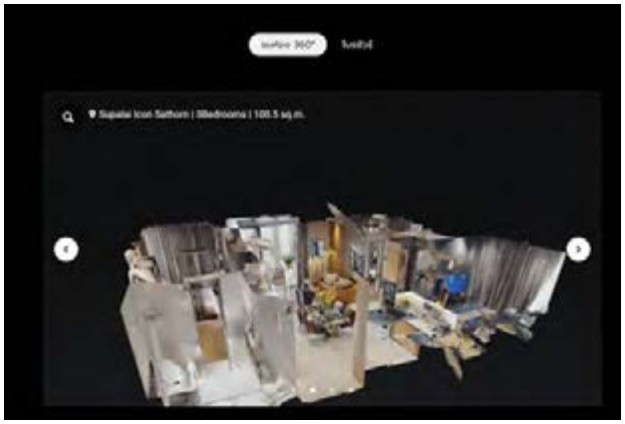
The Company has adopted social tools for listening to customer feedback through social platforms, such as Facebook, Instagram, Twitter, Youtube, TikTok, Pantip and other websites, since 2017 to apply feedback of customers and residents to regularly improve and develop products and services.

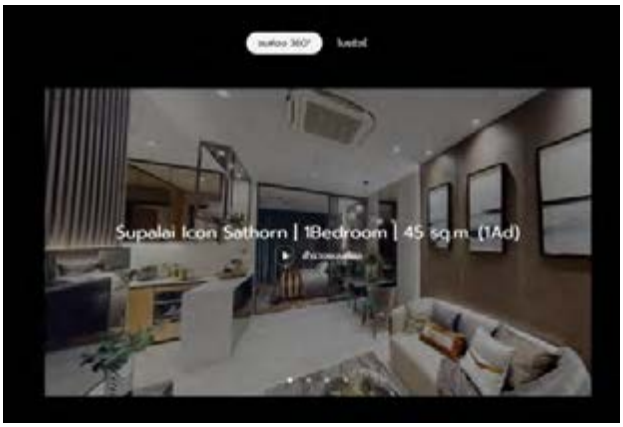
- **Social Admin**

The Company has hired a social media admin to answer questions and provide services about the project details to customers as well as receive complaints and repair issues on Supalai's social platforms, such as Facebook, Instagram, Twitter, Youtube, Pantip, TikTok, and other web boards. This is to provide services to customers as quickly as possible every day from Monday to Sunday from 8.00 a.m. to 8.00 p.m. without holidays.

- **360 Virtual Tour**

The Company facilitates customers by allowing them to view the sample house or virtual sample room using 360 Virtual Tour technology for filming. Customers can visit the sample house or sample room in every project on Supalai's website. This allows customers to view the project virtually from all angles. It is an alternative for customers to make decisions before visiting the project.





- **Room Tour / Home Tour Video Clips**

The Company uploads short video clips of Room Tour / Home Tour to Supalai's social platforms, such as Facebook, Instagram, and TikTok, to allow customers to view the atmosphere of the project, sample house or sample room. It is an alternative for customers to make decisions before visiting the project and making a purchase decision.

- **Updating monthly interest rates for Supalai's customers**

The Company has updated the interest rates of each bank on a monthly basis for customers who will purchase Supalai's projects so that Supalai's customers know the special interest rates of each bank. It is an option for planning an appropriate loan to buy a house or condominium.

- **Examples of supporting documents for transfer of ownership and loan application**

When customers want to apply for a loan or receive a transfer of ownership, they may not know what documents are required. Therefore, The Company has prepared sample documents for ownership transfer and loan application to facilitate customers, allowing them to prepare documents correctly. This also allow people who are not Supalai's customers to visit Supalai's website to request sample documents.

- **Monthly update of the construction progress of condominium projects under construction**

The Company has updated the construction progress of condominium projects under construction on its website and social media so that customers purchasing projects can follow up the progress of projects they have purchased. For new customers, it can also help in making decisions to get an overview of the project under construction for supporting a purchase decision.

- **Update of upcoming events each month**

The Company summarized the upcoming events in the coming month to promote Supalai's various events, such as a pre-sales event or a party organized to stimulate sales. If customers are interested in joining such event, they can click the link from the caption to add the interesting event to the calendar of the desired email. When the event date is due, there will be an email notification in the email system.

- **Special privileges for Supalai residents**

The Company has collaborated with many commercial partners to offer special privileges, such as discounts, promotions, exclusive activities, and freebies, to residents as a token of gratitude for their trust and support for the Company's products and services through the Supalai SABAI Application. Supalai residents will enjoy exclusive experiences throughout the year.

## 4. Strategies for living innovations for the new generation

- **Innovation of "TAKa" Tank for convenient garbage disposal and parcel pick-up**

The Company collaborated with DOS to come up with an innovation for residents by designing a "TAKa" tank, the multi-purpose tank embedded in the wall that comes with a parcel box. Currently, the new generation frequently orders and purchases things online. Some houses may not have a parcel box when they are not home. This is also to replace the traditional trash with 3 in 1 functions, saving space in front of the house with a clean look and comfortable and handy functions. It is made from high-quality plastic, resistant to sunlight and rain, and can be reused and recycled. It is initially installed in all new house projects, "Tropical Modern Series".

- **Innovation of Private Storage for customers requiring additional storage space**

For the new generation living in a condominium and having a career in online sales or a profession requiring additional storage space, the Company realizes the importance and designs an innovative Private Storage, a personal storage space that is separate from residential units, at an affordable price to meet the needs of the new generation who works at home, so that they can have personal storage space to expand the business of each person.

- **Innovation of parcel management system in Drop Store of Condominium**

Nowadays, the big problem of living in a condominium is the number of online orders of each resident. If it is a project with a lot of units, the volume of parcels per day will be large as well. If there is no storage space for parcels, it will make the area of the condominium untidy, messy and difficult to manage. As a result, the Company has designed an innovative Drop Store to manage the number of parcels delivered to the condominium to be orderly, tidy, and easy to manage. It is a part provided in Supalai's new condominium projects that are truly designed for residents.

## 5. Product and Service Strategies

- Focusing on the selection of potential project locations based on the expansion of communities and the future plan the transport network expansion, emphasizing on the quality of layout Project, appearance and facilities, home design with a Modern Classic style, the utility for the family and energy saving, strong stability, long-term durability, and space saving, and also paying attention to building the quality society in projects with activities to promote family and community relationship in projects.
- Producing products covering various types of residences, such as single-detached houses, semi-detached houses, townhouses, condominiums, and a variety of locations throughout Bangkok and its vicinity, including outskirts, which are new locations with high potential and high demand for residences, to meet market needs and diversify investment risks.

## 6. Product and Service Differentiation Strategies

- Continuously developing innovations of the Company's products, such as selection of efficient construction methods meeting international quality standards, selection of quality materials for designing houses and buildings in accordance with energy and environmental conservation, development of excellent inspection systems and after-sales services to maximize customer satisfaction.
- Adjusting the Company's products of each project to be suitable for the possibly changing purchasing power of consumers, such as reducing the size of luxury products and materials to offer better price – performance products to customers.
- Developing innovation on customer service systems to facilitate customers' convenience before and after sales, such as the development of an online booking system allowing customers to view the unit layout and cancel online unit reservation,

making the service clearer and faster, and the development of various payment systems, such as ATM payments using a Supalai VIP Card with barcode, payment via debit or credit card, or payment via Bill Payment, Payment QR Code Payment, including the development of Application the Company to explain the convenience to residents for providing home information, receipts, repair notifications, etc.

### 7. Product Price Strategies

- Developing the price strategy by integrating the principles of finance with marketing for setting prices to be able to compete with competitors in the surrounding areas to achieve advantages on products, prices and customer satisfaction and to create a trade-off between the number of units sold and the gross profit that creates the most benefits to the Company.

### 8. Strategies for Building Customer Confidence

- Developing and completing the in-progress projects and construction and delivering to customers on a timely manner.
- Adopting the ISO 9001:2015 system as a tool for management of housing projects and condominium projects to standardize products and operations, monitoring work processes and quality control of contractors, workers, consultants, and suppliers, inspecting every step of the construction and labeling QC sticker through quality inspection by the inspection team to check houses before delivering them to customers, and issuing a warranty certificate to customers to build confidence in products and after-sales service.
- Newly built condominium project, Supalai Sense Srinakarin, provides 10-year structural warranty and 3-year fittings warranty to make customers more confident and trust in the Company.

### 9. Sales Promotion Strategies

- Continuously organizing appropriate sales promotion and marketing activities for each project to stimulate customers' buying decision by adopting Aggressive Pricing Strategy for certain units / projects.

## Target customers

Target customers include company employees, senior executives, business owners, and state enterprise officials with medium income, divided into;

| Target | Income / month |
|---|---|
| lower medium | 20,000 - 50,000 Baht per month |
| medium income | 50,000 - 120,000 Baht per month |
| upper medium | 120,000 Baht per month or higher |

## Distribution and Distribution Channels

Distribution channels through sales offices located in each project, sales through the Company's website, www.supalai.com, or online booking are used. Plus, there is the channel via LAZ Mall with Lazada or Shopee Mall with Shopee by providing sales promotions to allow customers to purchase cash discount coupons for purchasing condominium units and houses in required areas more easily and conveniently. This is suitable for the current behavior of customers and facilitates customers during the Covid-19 outbreak. In addition, there is advertisement and public relations of news about the Company Group and the progress of projects through various media to access to the target customers as much as possible, such as printed media, newspapers, billboards, emails, websites, online media, social media, etc. Product exhibitions of the Group in a proactive way are also organized to increase visibility for the Group's products.

## Factors of Success

- The Company has key executives with experiences in real estate development for more than 35 years, thus they are able to develop good quality products to meet consumer demand at competitive cost.
- The Company has various projects throughout Bangkok and its vicinity, including other provinces, and provides a variety of projects, both low-rise and high-rise buildings, which increase sales opportunities and diversify risks.
- The Company continuously improves the quality of products and services. The scope of quality system control is complete from the process of production to delivery. The Company focuses on the quality of layout, design, construction and after-sales services to meet the requirements of laws and professional standards. In addition, the delivery of the products always requires inspection, making it possible to deliver works to customers faster.
- The Company conducts its business based on integrity, fairness, earnestness and sincerity so that all stakeholders involved obtain mutual benefits.
- Currently, the Company has accumulated enough lands to be able to develop projects for about 3 years. However, the Company does not give up the opportunity to develop land with high potential. Therefore, if the Company foresees that the land can be sold, developed, constructed, and transferred the ownership rapidly, the Company will consider additional investment. However, it must be based on the assumption that the cost of the land is at an appropriate level and does not pose a significant risk for the Company in the current economic situations.

## Company's completed projects and projects in progress and in the process of sales as at December 31, 2023

| | Project | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| **Low Rise Projects** | | | | | | |
| 1. | Supalai Bella Rayong | Thap ma, Mueang Rayong, Rayong | 19-1-16.8 | 1.8 Million Baht or more | DH, DP, TH | 100 |
| 2. | Supalai Monte Biz Chiangmai | Wat Ket, Mueang Chiangmai, Chiangmai | 7-2-85.5 | 3.4 Million Baht or more | CB | 100 |
| 3. | Novo Ville Phaholyothin Lumlukka | Khu Khot, Lamlukka, Pathumthani | 8-0-0 | 1.9 Million Baht or more | TH | 100 |
| 4. | Supalai Primo Nakhonsithammarat | Tha Wang, Mueang Nakhonsithammarat, Nakhonsithammarat | 6-2-37.7 | 2.2 Million Baht or more | DP, TH | 100 |
| 5. | Novo Ville Phutthasakhon | Suan Luang, Krathum Baen, Samutsakhon | 21-3-80 | 1.9 Million Baht or more | TH | 100 |
| 6. | Supalai Garden Ville Suratthani | Wat Pradu, Mueang Suratthani, Suratthani | 60-1-44.5 | 3.8 Million Baht or more | DH | 99 |
| 7. | Supalai Park Ville Nittayo | Nittayo Road, Nong Khon Kwang, Mueang Udonthani, Udonthani | 60-3-44.1 | 3.5 Million Baht or more | DH | 95 |
| 8. | Supalai Moda Ubonratchathani | Rai Noi, Mueang Ubonratchathani, Ubonratchathani | 50-2-53.7 | 3.7 Million Baht or more | DH | 83 |
| 9. | Supalai Ville Ubonratchathani | Rai Noi, Mueang Ubonratchathani, Ubonratchathani | 28-0-61.5 | 2.3 Million Baht or more | DH | 100 |
| 10. | Supalai Ville Suratthani | Tha Thong Mai, Kanchanadit, Suratthani | 21-3-83.2 | 1.8 Million Baht or more | DH, DP, TH | 74 |
| 11. | Supalai Ville Nakornratchasima | Hua Thale, Mueang Nakornratchasima, Nakornratchasima | 36-1-21.3 | 2.5 Million Baht or more | DH, DP | 100 |

| Project | | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 12. | Supalai Bella Nakornsithammarat | Pak Phun, Mueang Nakornsithammarat, Nakornsithammarat | 57-0-26.3 | 1.7 Million Baht or more | DH, DP, TH | 95 |
| 13. | Supalai Pride Bangna-Ladkrabang | Sisa Chorakhe Noi, Bang Sao Thong, Samut Prakan | 149-1-23.9 | 1.8 Million Baht or more | DH, DP, TH | 99 |
| 14. | Supalai Primo Ubonratchathani | Saensuk, Warin Chamrap, Ubonratchathani | 25-1-33.7 | 1.6 Million Baht or more | DH, DP, TH | 94 |
| 15. | Supalai Park Ville Nakhonsithammarat | Pak Nakhon, Mueang Nakornsithammarat, Nakhonsithammarat | 34-2-43.2 | 3.9 Million Baht or more | DH | 83 |
| 16. | Supalai Bella Nakornratchasima | Cho Ho, Mueang Nakornratchasima, Nakornratchasima | 42-2-15 | 1.8 Million Baht or more | DH, DP, TH | 99 |
| 17. | Supalai Bella Bangkok-Pathumthani | Bangduea, Mueang Pathumthani, Pathumthani | 19-2-95.7 | 1.8 Million Baht or more | TH | 100 |
| 18. | Novo Ville Udonthani | Ban Chan, Mueang Udonthani, Udonthani | 13-3-77.6 | 1.7 Million Baht or more | DP, TH | 85 |
| 19. | Supalai River Ville Rayong | Choeng Noen, Mueang Rayong, Rayong | 24-1-41.9 | 6.5 Million Baht or more | DH | 77 |
| 20. | Supalai Garden Ville Nakornratchasima | Ban Mai, Mueang Nakornratchasima, Nakornratchasima | 41-2-80.4 | 2.8 Million Baht or more | DH | 99 |
| 21. | Supalai Park Ville Maekorn-chiangrai | Tha Sai, Mueang Chiangrai, Chiangrai | 86-1-29.1 | 2.9 Million Baht or more | DH, DP | 85 |
| 22. | Supalai Ville Sriracha Suan-Sue | Nong Kham, Sriracha, Chonburi | 16-0-98.8 | 1.9 Million Baht or more | DH, DP, TH | 95 |
| 23. | Supalai Primo Kanchanaphisek-Chaiyaphruek | Phimon Rat, Bang Bua Thong, Nonthaburi | 20-1-93 | 2.1 Million Baht or more | DP, TH | 100 |
| 24. | Supalai Ville Bangna-Outer Ring Road | Bang Phli Yai, Racha Thewa, Samutprakan | 60-2-18.7 | 2.6 Million Baht or more | DH, DP, TH | 90 |

| Project | | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 25. | Supalai Primo Suranaree | Suranari, Mueang Nakornratchasima, Nakornratchasima | 14-3-70.2 | 2.1 Million Baht or more | DH, DP, TH | 100 |
| 26. | Supalai Ville Ekachai-Kanchanaphisek | Bang Nam Chuet, Mueang Samut Sakhon, Samut Sakhon | 62-0-75.4 | 2.8 Million Baht or more | DH, DP, TH | 100 |
| 27. | Supalai Ville Nakhonsithammarat | Tha Sak, Mueang Nakhonsithammarat, Nakhonsithammarat | 26-0-78.4 | 3.0 Million Baht or more | DH | 61 |
| 28. | Supalai Bella Kanchanaphisek-Soi Kantana | Bang Yai, Bang Yai, Nonthaburi | 26-0-90.9 | 2.3 Million Baht or more | DH, DP, TH | 100 |
| 29. | Supalai Bella Maekorn-Chiang Rai | Tha Sai, Mueang Chiangrai, Chiangrai | 40-2-8.9 | 1.8 Million Baht or more | DH, DP, TH | 54 |
| 30. | Supalai Ville Rangsit Klongluang-Klong 2 | Klong 2, Klongluang, Pathumthani | 53-2-34.5 | 2.9 Million Baht or more | DH, DP | 100 |
| 31. | Supalai Pride Udonthani | Nong Bua, Mueang Udonthani, Udonthani | 96-3-78.1 | 2.4 Million Baht or more | DH, DP, TH | 65 |
| 32. | Supalai Ville Rayong | Choeng Noen, Mueang Rayong, Rayong | 57-2-49.32 | 3.1 Million Baht or more | DH, DP | 100 |
| 33. | Supalai Prima Villa Nakornratchasima | Nong Bua Sala, Mueang Nakornratchasima, Nakornratchasima | 56-1-26 | 5.4 Million Baht or more | DH | 40 |
| 34. | Supali Bella Chayangkhun-Kham Yai | Rai Noi, Mueang Ubonratchathani, Ubonratchathani | 60-0-68 | 1.4 Million Baht or more | DH, DP, TH | 85 |
| 35. | Supalai Primo Kanchanaphisek-Rama V | Bang Muang, Bang Yai, Nonthaburi | 16-0-70.7 | 2.6 Million Baht or more | DP, TH | 100 |
| 36. | Supalai Novo Ville Suratthani | Wat Pradu, Mueang Suratthani, Suratthani | 29-2-49.5 | 1.5 Million Baht or more | DH, DP, TH | 89 |

| | Project | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 37. | Supalai Park Ville Rangsit Klong 4 | Bueng Yitho, Thanyaburi Pathumthani | 92-2-24 | 4.5 Million Baht or more | DH | 89 |
| 38. | Supalai Prima Villa Pinklao-Phutthamonthon Sai 2 | Sala Thammasop, Thawi Watthana, Bangkok | 26-2-94.5 | 16.1 Million Baht or more | DH | 90 |
| 39. | Supalai River Ville Suratthani | Bang Bai Mai, Mueang Suratthani, Suratthani | 19-2-74.8 | 5.4 Million Baht or more | DH | 65 |
| 40. | Supalai Prima Villa Phatthanakan Khu Khwang | Na, Mueang Nakhonsithammarat, Nakhonsithammarat | 83-3-3 | 4.5 Million Baht or more | DH | 73 |
| 41. | Supalai Pride Outer Ring-Lamlukka Klong 6 | Klong 6, Lamlukka, Pathumthani | 44-1-67.2 | 3.5 Million Baht or more | DH, DP, TH | 100 |
| 42. | Supalai Primo Ayutthaya | Ban Ko, Phra Nakhon Si Ayutthaya, Phra Nakhon Si Ayutthaya | 15-3-78.4 | 2.3 Million Baht or more | DP, TH | 94 |
| 43. | Supalai Ville Sriracha-Bowin | Bueng, Sriracha, Chonburi | 88-0-74.5 | 2.8 Million Baht or more | DH, DP | 40 |
| 44. | Supalai Park Ville Hangdong-Chiangmai | Ban Waen, Hang Dong, Chiangmai | 32-2-92.1 | 4.5 Million Baht or more | DH | 61 |
| 45. | Supalai Garden Ville Nang Lae-Chiangrai | Nang Lae, Mueang Chiangrai, Chiangrai | 86-2-96.2 | 3.0 Million Baht or more | DH | 40 |
| 46. | Supalai Ville Ayutthaya | Ban Ko, Phra Nakhon Si Ayutthaya, Phra Nakhon Si Ayutthaya | 31-2-86.7 | 3.4 Million Baht or more | DH, DP | 87 |
| 47. | Supalai Bella Bansuan-Setthakit | Nong Ri, Mueang Chonburi, Chonburi | 30-0-80.9 | 2.6 Million Baht or more | DH, DP, TH | 99 |
| 48. | Supalai Pride Phitsanulok | Nai Mueang, Mueang Phitsanulok, Phitsanulok | 60-2-86 | 1.9 Million Baht or more | DH, DP, TH | 100 |

| Project | | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 49. | Supalai Bella Map Yang Pon-Pluak Daeng | Yang Pon, Pluak Daeng, Rayong | 39-3-7.2 | 1.7 Million Baht or more | DH, DP, TH, CB | 59 |
| 50. | Supalai Ville San Phi Suea | San Phi Suea, Mueang Chiangmai, Chiangmai | 9-1-1 | 2.3 Million Baht or more | DH, DP, TH | 100 |
| 51. | Supalai Urbana Chaengwattana-Pakkret | Bang Phut, Pak Kret, Nonthaburi | 9-1-71 | 3.4 Million Baht or more | TH | 100 |
| 52. | Supalai Primo Rangsit | Bang Phun, Mueang Nonthaburi, Nonthaburi | 6-0-71.8 | 3.0 Million Baht or more | TH | 100 |
| 53. | Supalai Primo Rattanathibet | Bang Rak Phatthana, Bang Bua Thong, Nonthaburi | 10-3-21.1 | 2.9 Million Baht or more | TH | 100 |
| 54. | Supalai Palm Springs Rayong | Nong Taphan, Ban Khai Rayong | 61-3-23.8 | 3.3 Million Baht or more | DH | 89 |
| 55. | Supalai ParkVille Prachauthit-Suksawat | Nai Khlong Bang Pla Kot, Phra Samut Chedi, Samutprakarn | 51-3-92.1 | 7.0 Million Baht or more | DH | 61 |
| 56. | Supalai Elegance Borommaratchachonnani 121 | Sala Thammasop, Thawi Watthana, Bangkok | 34-2-65.2 | 18.0 Million Baht or more | DH | 98 |
| 57. | Supalai Lake & Park | Ban Chan, Mueang Udonthani, Udonthani | 94-0-66.7 | 3.2 Million Baht or more | DH, DP | 40 |
| 58. | Supalai Palm Springs Thepharaks | Bang Pla, Bang Phli, Samutprakarn | 99-2-33.3 | 3.9 Million Baht or more | DH | 91 |
| 59. | Supalai Ville Bangna-Srinakarin | Bang Kaeo, Bang Phli, Samutprakarn | 25-2-82.5 | 3.0 Million Baht or more | DH, DP, TH | 100 |
| 60. | Supalai Bliss Nakornratchasima | Na Klang, Sung Noen, Nakhon Ratchasima | 21-3-96.2 | 1.8 Million Baht or more | DH, DP, TH | 72 |
| 61. | Supalai Bella Westgate | Sao Thong Hin, Bang Yai, Nonthaburi | 32-3-97.2 | 3.3 Million Baht or more | DH, DP, TH | 90 |

| Project | | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 62. | Supalai Palm Springs Ban Pon Phuket | Si Sunthon, Thalang, Phuket | 68-0-97.2 | 2.4 Million Baht or more | DH, DP, TH | 85 |
| 63. | Supalai Primo Lat Krabang | Lam Pla Thio, Lat Krabang, Bangkok | 35-0-43 | 2.3 Million Baht or more | DH, DP, TH | 98 |
| 64. | Supalai Palm Springs Rama 2 | Khok Kham, Mueang Samutsakhon, Samutsakhon | 90-3-49.1 | 3.2 Million Baht or more | DH, DP | 43 |
| 65. | Supalai Primo Chalong Phuket | Chalong, Mueang Phuket, Phuket | 15-3-2.3 | 3.5 Million Baht or more | DH, DP, TH | 75 |
| 66. | Supalai Ville Pattaya-Motorway | Nong Prue, Bang Lamung, Chonburi | 21-0-80 | 2.8 Million Baht or more | DH, DP, TH | 85 |
| 67. | Supalai Primo Nongbuasala | Nong Bua Sala, Mueang Nakhonratchasima, Nakhonratchasima | 42-0-0.3 | 1.2 Million Baht or more | DH, DP, TH | 55 |
| 68. | Supalai Garden Ville Phitsanulok | Hua Ro, Mueang Phitsanulok, Phitsanulok | 70-0-15.4 | 3.0 Million Baht or more | DH, DP | 37 |
| 69. | Supalai Primo Rayong | Thap Ma, Mueang Rayong, Rayong | 36-2-30.3 | 2.0 Million Baht or more | DH, DP, TH | 100 |
| 70. | Supalai Garden Ville Nang Lae-Chiangrai Commercial Building | Nang Lae, Mueang Chiangrai, Chiangrai | 86-2-96.2 | 3.0 Million Baht or more | DH, DP | 100 |
| 71. | Supalai Tuscany Donkaew-Mae Rim | Mae Sa, Mae Rim, Chiangmai | 92-0-83.4 | 5.0 Million Baht or more | DH | 37 |
| 72. | Supalai Park Ville Koh Rean-Ayutthaya | Koh Rean, Phra Nakhon Si Ayutthaya, Phra Nakhon Si Ayutthaya | 92-2-38.6 | 3.8 Million Baht or more | DH | 53 |
| 73. | Supalai Elegance Phaholyothin 50 | Tha Raeng, Bang Khen, Bangkok | 45-0-24.4 | 13.0 Million Baht or more | DH, DP | 61 |

| | Project | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 74. | Supalai Grand Essence @Tha Phra Interchange | Wat Tha Phra, Bangkokyai, Bangkok | 2-3-41 | 19.0 Million Baht or more | DP, TH | 100 |
| 75. | Supalai Scenic Bay Pool Villa | Pa Khlok, Thalang, Phuket | 4-3-85.6 | 13.0 Million Baht or more | DH | 65 |
| 76. | Supalai Pride Sriracha | Nong Kham, Sri Racha, Chonburi | 54-2-43 | 3.9 Million Baht or more | DH, DP | 40 |
| 77. | Supalai Lake Ville Phuket | Koh kaew, Mueang Phuket, Phuket | 102-2-54.3 | 3.5 Million Baht or more | DH, DP | 44 |
| 78. | Supalai Grand Ville Maekorn-Chiang Rai | Tha sai, Mueang Chiangrai, Chiangrai | 93-1-77.5 | 4.0 Million Baht or more | DH | 37 |
| 79. | Supalai Park Ville Pattaya-Sukhumvit | Nong Prue, Bang Lamung, Chonburi | 54-3-58 | 5.7 Million Baht or more | DH | 40 |
| 80. | Supalai Bella Donkaew-Mae Rim | Mae sa, Mae Rim, Chiangmai | 38-0-93.9 | 3.4 Million Baht or more | DH, DP | 42 |
| 81. | Supalai Primo Koh Rean-Ayutthaya | Koh Rean, Phra Nakhon Si Ayutthaya, Phra Nakhon Si Ayutthaya | 15-2-88.9 | 2.0 Million Baht or more | DH, DP, TH | 80 |
| 82. | Supalai Pride Bangyai | Ban Mai, Bang Yai, Nonthaburi | 90-1-44.3 | 3.3 Million Baht or more | DH, DP | 61 |
| 83. | Supalai Ville Outer Ring-Lamlukka Klong 7 | Lumlukka, Lumlukka, Pathumthani | 42-1-30 | 3.0 Million Baht or more | DH, DP | 58 |
| 84. | Supalai Primo Rangsit Klong 2 | Klong Song, Klong Luang, Pathumthani | 17-1-5 | 2.3 Million Baht or more | TH | 62 |
| 85. | Supalai Pride Outer Ring Road-Rama 2 | Phan Thai Norasing, Mueang Samutsakhon, Samutsakhon | 69-3-9.2 | 2.0 Million Baht or more | DH, DP, TH | 41 |

| Project | | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 86. | Supalai Primo Koh Lamphu | Bang Bai Mai, Mueang Suratthani, Suratthani | 8-3-60.6 | 2.0 Million Baht or more | DH, DP, TH | 77 |
| 87. | Supalai Bliss Bannamuang | Rai Noi, Mueang Ubonratchathani, Ubonratchathani | 13-3-50.3 | 1.5 Million Baht or more | TH | 66 |
| 88. | Supalai Garden Ville Ban Pho-Chachoengsao | Klong Phawet, Ban Pho, Chachoengsao | 53-0-75.9 | 3.8 Million Baht or more | DH, DP, CB | 55 |
| 89. | Supalai Pride Nakhonsawan | Wat Sai, Mueang Nakhonsawan, Nakhonsawan | 77-0-82.4 | 2.0 Million Baht or more | DH, DP, TH | 75 |
| 90. | S Avenue Commercial Bowin 2 | Bueng, Sriracha, Chonburi | 1-0-92.1 | 2.5 Million Baht or more | CB | 70 |
| 91. | Supalai Ville Chaiyapruek - Outer Ring | Bang Bua Thong, Nonthaburi | 63-3-98.9 | 3.0 Million Baht or more | DH, DP | 56 |
| 92. | Supalai Primo Phetkasem-Phutthasakhon | Suan Luang, Krathum Baen Samutsakhon | 15-0-0 | 2.4 Million Baht or more | DP, TH | 74 |
| 93. | Supalai Essence Song Prapha-Don Mueang | Don Mueang, Sikan (Baanmai), Don Mueang, Bangkok | 14-2-18.8 | 5.0 Million Baht or more | DH, DP, TH | 44 |
| 94. | Supalai Lake Ville Srisaman-Pathumthani | Bang Khayaeng, Mueang Pathumthani, Pathumthani | 85-0-75.4 | 6.9 Million Baht or more | DH | 46 |
| 95. | Supalai Ville Phetkasem-Phutthasakhon | Suan Luang, Krathum Baen, Samutsakhon | 27-3-44.1 | 3.5 Million Baht or more | DH, DP | 80 |
| 96. | Supalai Palm Spring Nakornratchasima | Cho Ho, Mueang Nakhonratchasima, Nakhonratchasima | 57-1-41.8 | 3.1 Million Baht or more | DH | 37 |
| 97. | Supalai Ville Lamphun | Wiang Yong, Mueang Lamphun, Lamphun | 56-3-57.3 | 3.2 Million Baht or more | DH, DP | 20 |
| 98. | Supalai Ville Ratsada Phuket | Ratsada, Mueang Phuket, Phuket | 14-3-16.8 | 4.9 Million Baht or more | DH, DP | 40 |

| | Project | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 99. | S Avenue Bankhai-Rayong | Namkhok, Mueang Rayong, Rayong | 6-0-77.5 | 3.5 Million Baht or more | CB | 50 |
| 100. | Supalai Palm Ville Santapol | Mark Khaeng, Mueang Udonthani, Udonthani | 42-1-6.4 | 3.6 Million Baht or more | DH, DP | 20 |
| 101. | Supalai Ville Pinklao - Salaya | Sala Klang, Bang Kruai, Nonthaburi | 11-0-57.0 | 5.0 Million Baht or more | DP | 47 |
| 102. | Supalai Park Ville Ramkhamhaeng 174 | Min Buri, Min Buri, Bangkok | 43-1-80.0 | 6.0 Million Baht or more | DH, DP | 67 |
| 103. | Supalai Palm Springs Thepharạk (Non-Allocated) | Bang Pla, Bang Phli, Samutprakarn | 1-2-8.3 | 4.8 Million Baht or more | DH | 79 |
| 104. | Supalai Palm Ville Outer Ring-Rangsit Klong 4 | Klongsi, Klongluang, Pathumthani | 34-0-83 | 4.7 Million Baht or more | DH | 60 |
| 105. | Supalai Ville HUAHIN | Hin Lek Fai, Hua Hin, Prachuapkhirikhan | 28-1-61.4 | 3.7 Million Baht or more | DH, DP | 35 |
| 106. | Supalai Essence Ang Sila | Samet, Mueang Chonburi, Chonburi | 29-0-52.1 | 3.7 Million Baht or more | DH, DP, TH | 20 |
| 107. | Supalai Bella Vichit Phuket | Vichit, Mueang Phuket, Phuket | 21-1-52.0 | 2.7 Million Baht or more | DH, DP, TH | 35 |
| 108. | Supalai Bella Nakhu-Chachoengsao | Bang Phra, Mueang Chachoengsao, Chachoengsao | 53-3-3.6 | 2.3 Million Baht or more | DH, DP, TH | 42 |
| 109. | Supalai Palm Ville Bangkhaem-Nakhonpathom | Bangkhaem, Mueang Nakhonpathom, Nakhonpathom | 42-2-59.0 | 5.2 Million Baht or more | DH, DP | 44 |
| 110. | Supalai Ville Samphran-Phetkasem | Yai Cha, Samphran, Nakhonpathom | 40-1-73.4 | 2.1 Million Baht or more | DH, DP, TH | 53 |
| 111. | Supalai Ville Bangsaen-Sukhumvit | Huai Kapi, Mueang Chonburi, Chonburi | 21-0-75.7 | 4.0 Million Baht or more | DH, DP | 30 |

| Project | | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 112. | Supalai Palmsprings Outer Ring-Lamlukka | Lamlukka, Lamlukka, Pathumthani | 44-1-46 | 5.6 Million Baht or more | DH | 50 |
| 113. | Supalai Park Ville Kanchanaphisek-Soi Kantana | Bangmuang, Bang Yai, Nonthaburi | 59-3-13.4 | 5.0 Million Baht or more | DH | 23 |
| 114. | S Avenue Commercial Bowin 1 | Bueng, Sriracha, Chonburi | 1-1-9.8 | 3.0 Million Baht or more | CB | 40 |
| 115. | Supalai Prima Villa Donkaew-Mae Rim | Mae Sa, Mae Rim, Chiangmai | 25-2-57.8 | 8.0 Million Baht or more | DH | 17 |
| 116. | Supalai Grand Ville Sankamphaeng | San Klang, Sankamphaeng, Chiangmai | 61-2-5.5 | 3.7 Million Baht or more | DH, DP | 21 |
| 117. | Supalai Lake & River Ville Nakhonsawan | Khwae Yai, Mueang Nakhonsawan, Nakhonsawan | 98-3-97.5 | 5.0 Million Baht or more | DH | 6 |
| 118. | Supalai Palm Ville Chanthaburi | Khlong Narai, Mueang Chanthaburi, Chanthaburi | 21-0-6.8 | 3.9 Million Baht or more | DH, DP | 18 |
| 119. | Supalai Prima Villa Baan Bueng | Baan Bueng, Baan Bueng, Chonburi | 42-1-23.4 | 5.5 Million Baht or more | DH | 15 |
| 120. | Supalai Palm Springs Bowin-Eastern | Bowin, Sriracha, Chonburi | 96-2-14.0 | 4.4 Million Baht or more | DH | 15 |
| 121. | Supalai Parkville Maekorn-Chiangrai Commercial Building (Non-Allocated) | Tha Sai, Mueang Chiangrai, Chiangrai | 0-2-79.5 | 2.4 Million Baht or more | CB | 80 |
| 122. | Supalai Bella Chaiyaphruek | Phimon Rat, Bang Bua Thong, Nonthaburi | 14-2-31.5 | 3.6 Million Baht or more | DH, DP, TH | 95 |
| 123. | Novo Ville Rangsit Klong 1 | Prachathipat, Thanyaburi, Pathumthani | 1-2-94.6 | 2.4 Million Baht or more | DP, TH | 100 |

| | Project | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| **High Rise Projects** | | | | | | |
| 1. | Supalai Vista Phuket | Takua Pa Road, Talat Yai, Mueang Phuket, Phuket | 2-3-46.8 | 2.1 Million Baht or more | CD | 100 |
| 2. | Supalai Mare @Pattaya | Thepprasit Road, Nong Prue, Bang Lamung, Chonburi | 7-1-93 | 1.8 Million Baht or more | CD | 100 |
| 3. | Supalai Vista Sriracha-Leamchabang | Sukhumvit Road, Thung Sukhla, Sriracha, Chonburi | 2-1-83 | 1.2 Million Baht or more | CD | 100 |
| 4. | Supalai City Resort Rayong | Aduntharmaprabhas Road, Choeng Noen, Rayong | 4-1-88 | 1.2 Million Baht or more | CD | 100 |
| 5. | Supalai Vista @Pak kred Intersection | Pak Kret, Nonthaburi | 2-0-45 | 1.5 Million Baht or more | CD | 100 |
| 6. | Supalai Monte 2 | Chiangmai-Doi Saket Road, Wat Ket, Mueang Chiangmai, Chiangmai | 4-1-24.3 | 1.7 Million Baht or more | CD | 100 |
| 7. | Supalai Veranda Rattanathibeth | Bangkasor, Muang Nonthaburi, Nonthaburi | 5-3-1.7 | 1.5 Million Baht or more | CD | 100 |
| 8. | Supalai City Resort Chaengwattana | Bang Talat, Pak Kret, Nonthaburi | 5-0-17.1 | 2.2 Million Baht or more | CD | 100 |
| 9. | Supalai Loft @Khaerai Station | Tiwanon Road, Bangkasor, Muang Nonthaburi, Nonthaburi | 2-0-34.5 | 1.7 Million Baht or more | CD | 100 |
| 10. | Supalai City Resort Chonburi | Ban Suan, Mueang Chonburi, Chonburi | 6-0-30.1 | 1.2 Million Baht or more | CD | 100 |
| 11. | Supalai Oriental Sukhumvit 39 | Khlong Tan Nuea, Wattana, Bangkok | 10-1-29 | 5.0 Million Baht or more | CD | 100 |
| 12. | Supalai Prime Rama 9 | Bangkapi, Huai Khwang, Bangkok | 2-1-50 | 2.5 Million Baht or more | CD | 100 |

| Project | | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 13. | Supalai Riva Grande | Rama III Road, Chong Nonsi, Yannawa, Bangkok | 11-1-14 | 3.9 Million Baht or more | CD | 100 |
| 14. | Supalai Veranda Phasi Charoen Station | Bang Wa, Phasi Charoen, Bangkok | 10-3-46 | 1.7 Million Baht or more | CD | 100 |
| 15. | Supalai Veranda Sukhumvit 117 | Samrong Tai, Mueang Samutprakan, Samutprakan | 4-2-29 | 1.7 Million Baht or more | CD | 100 |
| 16. | Supalai Veranda Ramkamhaeng | Hua Mak, Bang Kapi, Bangkok | 15-1-95.9 | 1.7 Million Baht or more | CD | 100 |
| 17. | Supalai Icon Sathorn | Thung Maha Mek, Sathorn, Bangkok | 7-3-82 | 9.0 Million Baht or more | CD | 73 |
| 18. | Supalai Park Fai Chai Station | Ban Chang Lo, Bangkok Noi, Bangkok | 6-0-95.2 | 2.1 Million Baht or more | CD | 100 |
| 19. | Supalai City Resort Sukhumvit 107 | Samrong Nuea, Mueang Samutprakan, Samutprakan | 13-1-78.4 | 2.0 Million Baht or more | CD | 100 |
| 20. | Supalai Lite Thapra-Wongweinyai | Wat Tha Phra, Bangkok Yai, Bangkok | 2-2-42.1 | 2.1 Million Baht or more | CD | 100 |
| 21. | Supalai Premier Si Phraya-Samyan | Si Phraya Road, Si Phraya, Bangrak, Bangkok | 2-2-97 | 3.9 Million Baht or more | CD | 100 |
| 22. | Supalai City Resort Charan 91 | Bang-Or, Bang Phlat, Bangkok | 11-3-20.4 | 1.5 Million Baht or more | CD | 100 |
| 23. | Supalai Loft Sathorn-Ratchaphruek | Pak Khlong Phasi Charoen, Phasi Charoen, Bangkok | 3-1-75.1 | 1.7 Million Baht or more | CD | 100 |
| 24. | Supalai Premier Samsen-Ratchawat | Thanon Nakhon Chai Si Road, Dusit, Bangkok | 2-2-93 | 4.2 Million Baht or more | CD | 90 |
| 25. | Supalai City Home Rayong | Thap Ma, Mueang Rayong, Rayong | 3-0-55.2 | 1.2 Million Baht or more | CD | 100 |

| Project | | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 26. | Supalai Loft Ratchada-Wongsawang | Wongsawang, Bang Sue, Bangkok | 9-3-66.8 | 1.7 Million Baht or more | CD | 12 |
| 27. | Supalai Loft Phasi Charoen Station | Bang Wa, Phasi Charoen, Bangkok | 2-0-90 | 1.9 Million Baht or more | CD | 88 |
| 28. | Supalai Blue Whale Hua Hin | Hua Hin, Hua Hin, Prachuapkhirikhan | 7-2-14 | 1.6 Million Baht or more | CD | 33 |
| 29. | City Home Sanambinnam-Rattanathibeth | Tha Sai, Mueang Nonthaburi, Nonthaburi | 5-1-22.2 | 1.2 Million Baht or more | CD | 85 |
| 30. | Supalai Parc Ekkamai-Pattanakarn | Suan Luang, Suan Luang, Bangkok | 13-0-97.0 | 2.0 Million Baht or more | CD | 3 |
| 31. | Supalai Sense Srinakarin | Nong Bon, Prawet, Bangkok | 3-3-76.3 | 1.6 Million Baht or more | CD | - |

## The Company's subsidiaries have completed projects and projects in progress and in the process of sale, as follows;

### (1) Haadyai Nakarin Company Limited

| Project | | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 1. | Asean Trade Center | Kanchanavanich Road, Hatyai, Songkhla | 52-0-25.4 | 0.5 Million Baht or more | CD, OT | 100 |
| 2. | City Rrsort Pasawang | Petchkasem-Pasawang Road, Hatyai, Songkhla | 5-1-59.1 | 1.4 Million Baht or more | CD, TH | 100 |
| 3. | Palmsprings Promenade | Sriphuwanart-nai Road, Khuanlang, Hatyai, Songkhla | 8-1-18.5 | 3.4 Million Baht or more | TH, DW, DP | 100 |
| 4. | Palmsprings 9 | Kanchanavanich Banpru Road, Hatyai, Songkhla | 12-2-33.7 | 3.5 Million Baht or more | TH, DH | 100 |
| 5. | Palmsprings 12 | Kanchanavanich Road, Banpru Hatyai, Songkhla | 23-0-94.5 | 1.7 Million Baht or more | TH, DP | 86 |
| 6. | Supalai Garden Ville-Hatyai | Kanchanavanich Road, Banpru Hatyai, Songkhla | 49-1-37.4 | 2.9 Million Baht or more | DW, DP | 63 |
| 7. | Palmsprings Primo | Tha Kham Kanchanawanich (2031) Road, Tha Kham, HatYai, Songkhla | 24-3-72.8 | 2.4 Million Baht or more | DP, DW | 63 |
| 8. | Palmsprings Lift | Khong Hae-Khu Tao Road, Kholng Hae, HatYai, Songkhla | 36-3-60 | 3.2 Million Baht or more | DP, DW | 78 |
| 9. | Palmville Thepharak | Thepharak Road, Bang Pla, Bang Phli, Samut Prakarn | 37-2-52 | 3.2 Million Baht or more | DP | 100 |
| 10. | Palmsprings Bella | Na Rang Nok Road, Khong Hae, HatYai, Songkhla | 27-0-70.4 | 2.0 Million Baht or more | DP, DW | 40 |

| | Project | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 11. | Palmsprings Bright | Pokklong Pattana I Road, Khuan Lang, HatYai, Songkhla | 26-2-87.6 | 2.2 Million Baht or more | TH, DW, DP | 44 |
| 12. | Supalai Prima Villa | Asia Road, Yak Tha Thon, Tha Chang, Bang Klam, Songkhla | 94-1-34.5 | 5.0 Million Baht or more | DP | 22 |
| 13. | Palmsprings Bennet | Pokklong Pattana I Road, Khuan Lang, HatYai, Songkhla | 47-0-85.9 | 4.5 Million Baht or more | DP | 12 |

### (2) Supalai Northeast Company Limited

| | Project | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 1. | Supalai Royal River | Mittraphap Road, Tha Phra, Mueang Khonkaen, Khonkaen | 161-3-57.4 | 1.3 Million Baht or more | DH, L | 90 |
| 2. | Moda Airport Khonkaen | Ban Pet, Mueang Khonkaen, Khonkaen | 78-2-53 | 2.7 Million Baht or more | DH, DP | 85 |
| 3. | Supalai River Ville 2 (Non-Allocated) | Mittraphap Road, Tha Phra, Mueang Khonkaen, Khonkaen | 1-1-84.3 | 3.0 Million Baht or more | DH | 100 |
| 4. | Supalai Primo Bunegnongkhot | Ban Pet, Mueang Khonkaen, Khonkaen | 15-3-3.5 | 2.0 Million Baht or more | DH, DP, TH | 60 |
| 5. | Supalai Bliss Maliwan R.8 | Ban Pet, Mueang Khonkaen, Khonkaen | 10-3-4 | 1.4 Million Baht or more | TH | 85 |
| 6. | Supalai Royal River 2 | Tha Phra, Mueang KhonKaen, KhonKaen | 13-1-14.3 | 2.4 Million Baht or more | DH | 40 |
| 7. | Supalai Palm Spring Bueng Kaennakhon | Nai Mueang, Mueang KhonKaen, KhonKaen | 52-2-68.8 | 3.8 Million Baht or more | DH, DP | 30 |

## (3) Supalai Property Management Company Limited

| | Project | Location | Area (Rai-Ngan-Square Wah) | Starting price | Product type | Progress of Construction (% total project) |
|---|---|---|---|---|---|---|
| 1. | Bliss Siracha Bo-win | Bueng, Sriracha, Chonburi | 28-3-5.4 | 1.3 Million Baht or more | DP, TH | 80 |
| 2. | Bliss Bankai Rayong | Nong Taphan, Ban Khai, Rayong | 28-0-0 | 2.0 Million Baht or more | DH, DP, TH | 98 |

Remark: L = Land DH = Detached House SH = Shop House CD = Condominium
DP = Duplex House TH = Townhome CB = Commercial Building OT = Office Tower

# 2. Office Building for Rent

## Supalai Grand Tower Project

### Details and Highlights of Project

Supalai Grand Tower Project is a 33-storey office building and retail space for rent with the building security system, Face Recognition Turnstile. The total floor area approximately is 93,056 square meters divided into one 33-storey office building and 2 parking buildings with parking capacity of more than 1,200 cars and full facilities, such as air-conditioned food court, branches of commercial bank, convenience store, café, and sports club, etc.

The project consists of net leasable area approximately is 42,000 square meters, with the size ranging from 95 - 1,400 square meters. The style of the interior usable area is optimized. It is the energy-saving building with 2 layers of energy-saving Curtain Wall System, providing energy-efficient lighting in the office to tenants of this building.

### Potential of Location

Supalai Grand Tower Project is located on Rama 3 Road, which connects to the central business district, Silom Road and Sathorn Road, by Narathiwat Rajanagarindra Road and links to Rama IV Road with Rama 3 Road. It is also close to Srirat and Chalerm Mahanakorn expressway entrance-exit. The potential of Bhumibol Bridge adjacent to the Project can connect Rama 3 Road, Suksawat Road, Pu Chao Saming Phrai Road, and Kanchanapisek Road.

### Target customers

Target customers include medium and large local and international companies requiring an office building accessible to the business center.

### Sales and Distribution Channels

Most distribution channels are the sales through agents because they have a network covering the target customers. In addition, the general customer can be contacted with Supalai's salesperson at the office building.

## Factors of Success

### Operating Results in 2023

Under the market conditions of office buildings in 2023, the overview of operations of Supalai Grand Tower still focuses on taking care of tenants in all dimensions, including safety, hygiene, and environment in the Project. Supalai Grand Tower drives clean energy for a green society by installing solar panels on all office buildings and parking buildings to generate renewable energy for use in buildings. It is expected to generate over 535,455 kilowatts of renewable electricity per year, which will **save electricity bills by about 2 million baht per year and help reduce greenhouse gases**. (Please see details under the topic : Driving Business Towards Sustainability)

In 2023, Supalai Grand Tower launched Meet & Co space to provide flexible workspace rental services to meet the changing working lifestyle of the new generation. It is fully equipped with facilities for work, supporting different working styles. Spaces are allocated and divided into zones to support various functions and applications, including:

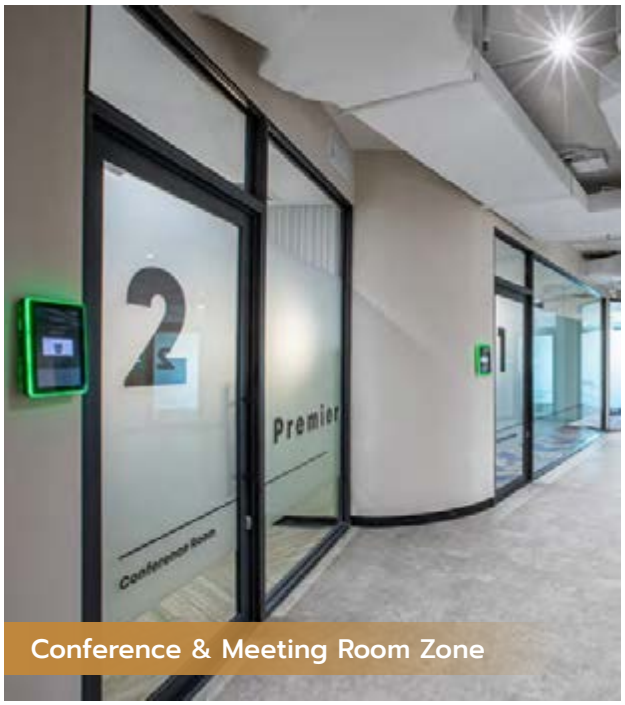
Co-Working Space Zone: A common working area is proportionally designed, emphasizing independence and flexibility to support both group and private working.

Co-Working Space Zone

Co-Working Space Zone

Conference & Meeting Room Zone: An area for holding meetings with more privacy and various designs to create a different atmosphere with a capacity of 1-2 persons, 4-6 persons and 10-12 persons, fully equipped with meeting equipment.

Conference & Meeting Room Zone



Conference & Meeting Room Zone

Conference & Meeting Room Zone

Common Area Zone: Another common area where service users can chill and relax or work; vending machines are available for serving drinks as well as a Phone Booth room for talking on personal phones and a printer service area to support working.

Common Area Zone

Common Area Zone

In addition to the zones for working, Meet & Co has also been designed to accommodate events & activities to create inspiration and motivation for creativity at work. It can accommodate 50-60 persons, which consists of 2 types of rooms as follows:

Workshop room

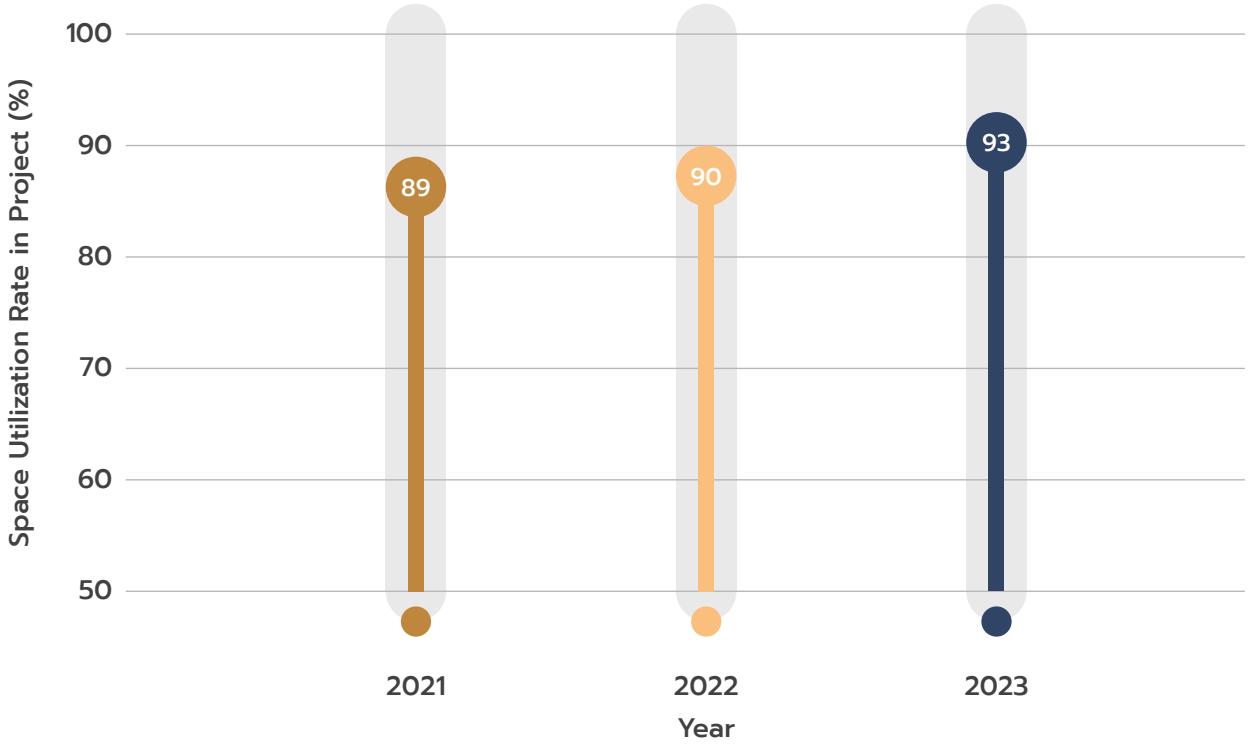
Workshop room for seminars, classes or workshops where the layout of tables and chairs can be adjusted according to the functions and applications, fully equipped with devices, such as projectors, 150-inch widescreen, and audio systems.

Townhall room with a large 7-meter LED screen for meetings, press conferences or other entertainment activities.

Townhall room

As a result, at the end of 2023, Supalai Grand Tower has a space utilization rate of 93%, increased from 90% in 2022.

## Space Utilization Rate in Supalai Grand Tower (%)



# 3. Hotel & Resort Business

## Supalai Pasak Resort Hotel & Spa, Saraburi

Supalai Pasak Resort & Spa in Saraburi Province is a large natural hotel and resort on 183 Rai of land that is created amidst the perfection of trees and mountains. All facilities are well equipped. There are a total number of 200 rooms in the style of applied Thai houses surrounded by Pasak River. It can accommodate up to 600 customers. Many national conferences and seminars had been organized here, such as Miss Grand Contest in Saraburi Province, meetings of village health volunteer club nationwide, mini-marathon event for 1,500 persons. The Hotel has more than 30 years of experience in organizing seminars of leading public and private agencies.

**Product:** 3 types of room are available as follows:

### 1. Pasak Standard Room

The room features a minimalist-style. The price starts at 1,590 Baht with breakfast included.

### 2. Pasak Superior Suite

Pasak Superior Suite is a Thai-style semi-detached house. There is a living room separated from the bedroom proportionately. The price starts at 1,890 Baht with breakfast included.

### 3. Deluxe Suite

Deluxe Suite is decorated in a new style perfectly combining with minimalism and Thai identity. Rooms are upgraded from the Superior Suite in order to offer greater comfort. It consists of 55" Smart TV and full amenities with the price starting at 2,190 Baht with breakfast included.

## Highlight & Services

There are many highlights of the hotel, including staff services, delicious taste, and clean food with clean food, good taste award guaranteed. Another important highlight is invaluable nature. Supalai Pasak Hotel Resort & Spa has maintained the most original natural integrity and trees since the project was launched, so there are many large shady trees and fresh air. The hotel is only one and a half hour away from Bangkok.

There are full amenities available, including Pasak Restaurant / Swimming Pool / Fitness / Spa / Playground / Minimart / Bicycle / WIFI / Trekking Activity / Mini Zoo and more.

## 12 check-in Spots of Hotel

The hotel's main highlight is that there are up to 12 check-in spots for guests to take photos, which is another interesting activity, such as "Na-Palai", the small agricultural garden for planting organic vegetables to use for cooking and making customers healthy, large swimming pool with the concept of a lake amidst the valley, including attractive scenic spots at Pasak River Curve, and many more interesting check-in spots. It is suitable for tourists who are nature lovers.

## Supalai Cheewa Withee Project

Another pride of the Hotel is to apply the principles of sufficiency economy from King Rama IX to the Supalai Cheewa Withee Project. The Hotel produces shampoos and soaps and provides them in the rooms for customers. In addition, good soil and good fertilizer are also produced and distributed, including multipurpose solutions made from fruit peels, which help reduce wastes and pollution and also contribute to the environment. There are many public and private agencies constantly contacting to visit the Project, including various tv programs contacting for interviews with executives and supervisors of Supalai Cheewa Withee Project. The Hotel is very pleased to disseminate knowledge to communities or agencies for studying and generating income for their families. If any agencies or organizations are interested in this Project, the Hotel is pleased to demonstrate the production procedures.

## Major achievements in the past 2 years

**Year 2023**

### Green Health Hotel Quality Awards 2023

The highlights of GREEN Health Hotel standard are correct health promotion, hygiene to prevent the spread of communicable diseases in the future and maintenance of a healthy environment. It is safe for tourists and workers and improves the service quality of well-developed hotels and resorts, leading to the GREEN Health Hotel Quality Awards. It is the pride and encouragement for the establishment. It also builds confidence for both Thai and foreign tourists to be safe from disease with good health and increases the country's economic income further.

## Wellness and Herbal Product Award

Supalai Pasak Resort & Spa, Saraburi, has been selected by the Provincial Public Health Office to be one of 5 Wellness Center establishments that are clean, safe, certified by the Department of Medicine and Alternative Medicine in terms of providing services to guests. The Hotel received 2 awards as follows:

- Tourist Accommodation Award
- Healthy Spa Award

## "Establish Thailand to be Sustainable Tourism Destination" Project

Supalai Pasak Resort & Spa, Saraburi has been selected by the Tourism Authority of Thailand and the Foundation for Sustainable Tourism to participate in the "Establish Thailand to be Sustainable Tourism Destination" Project. This project focuses on driving Thailand to become a sustainable and environmentally friendly tourism destination.

## Year 2022

In June, 2022. "Na-Palai", the Hotel's organic agricultural garden was selected to be one of the top 10 Thailand's model establishments of good labor practices and 2 honorable awards of model establishments of good labor practices for the year 2022 were granted by Mr. Suchart Chomklin, the Minister of Labor of Thailand, namely:

1. Award for model establishments of good labor practices under the sufficiency economy philosophy.

2. Outstanding Workplace Welfare Committee Award to embrace the philosophy of Sufficiency Economy as a guideline for welfare management to improve the quality of life of labors.

## Marketing Characteristics

The hospitality or hotel industry shows the constant growth rate as the current global behavior has changed. The trend of peace and nature loving is very popular. In addition, since the COVID-19 outbreak situation is improving, both Thai and foreign tourists as well as the demand for seminars or events increase. Customers need accommodation that can support all kinds of services. The Hotel is ready to provide venues and services. The Company formulates its competitive strategy as follows:

### Studying from Consumer Insight

The insight of main customers using services is the need to find a peaceful and safe place with good services and reasonable price that can accommodate all kinds of customers, such as seminar groups, families requiring relaxation. They choose to use the services at this hotel because it is equipped with a full range of facilities, such as indoor and outdoor area for organizing events, meeting rooms in various sizes to meet the needs of customers, beautiful and large swimming pools, pure air, large usable areas of house for cooking, barbecuing, singing karaoke, doing activities together, which is ideal for family vacations.

## Competitive Strategies

### Product and Service Strategies

- The hotel has been continuously renovated to keep up with the trend but still maintained its uniqueness and focused on staff service, which has been the strength of the hotel since the beginning, along with the full amenities.
- There are a variety of products. In addition to accommodation services, there is also revenue from distribution of shower products and agricultural products from Supalai Cheewa Withee Project, which meet the needs in many areas other than accommodation.

### Confidence-building for customer strategies

- Confidence in the brand "Supalai", which the hotel is under the supervision of Supalai.
- Participating in the Association of Domestic Travel, the Association of Thai Travel Agents, Saraburi Tourism Council and Saraburi Tourism Club.
- Building confidence in hygiene; the Hotel is certified by SHA Plus hygiene standard. All hotel staffs received 3 doses of the vaccine. In addition, staffs are trained for providing services with hygiene standards to build confidence for customers using the service during the Coronavirus Disease 2019 (COVID-19) outbreak crisis. Being certified by SHA PLUS Standard from TAT in collaboration with the Ministry of Public Health to build confidence among customers using services during the Coronavirus Disease 2019 (COVID-19) outbreak crisis.
- The service model is tailored to reduce exposure by setting QR code to scan for payment and online channels to communicate with employees to reduce face-to-face discussions.

## Sales Promotion Strategy

- Organizing sales promotions and marketing activities appropriately for each period, such as promotions on long weekends, etc.
- Organizing fun events via Facebook page to create engagement and awareness.
- Offering promotions by cooperating with the public sector, such as We Travel Together campaign, promotions for medical personnel.
- Providing promotions with tour agencies and any authorities.
- Preparing special menus according to any festivals.
- Updating the photo spots with beautiful flowers on Social Media, where flowers are planted alternately according to the seasons, such as sunflowers, yellow cosmos, cosmos field, yellow silk, etc.
- Installing 3 locations of EV Charger to support electric vehicles and meet the lifestyle of customers.

## Primary Target Group

Group of customers organizing meetings, seminars, events

Group of corporate customers, government agencies, private entities and organizations

Free Individual Travelers (F.I.T)

Group of customers with family consisting of adults and young children

Pet friendly hotel

Nature-loving / Peace-loving tourists

Supalai's business partners and residents of Supalai Projects

## Distribution channels

**Telephone :**
090 656 9952, 0 3620 0630

**Line ID :**
@supalaipasakresort

**Facebook Page :**
Supalai Pasak Resort & Spa

**Website :**
www.supalaipasakresort.com

**Online Travel Agents (OTA) :**
Agoda, Booking.com

**Instagram :**
@supalaipasakresort

**TikTok :**
@supalaipasakresort

## Success Factor

Business is conducted based on integrity and understanding to meet the needs of the guests so that they will receive good impression and experiences. In addition, the revenue management and the consumption of the most cost-effective resources are also Implemented. Products and services are developed and improved continuously in terms of state-of-the-art technologies, employee services, and other facilities, while the hotel's uniqueness is still maintained. However, it must be adapted to the situation appropriately according to the needs of changing behavior of tourists. focusing on health and hygiene safety. Due to the impact of the Disease Coronavirus (COVID-19) outbreak in 2021, the Hotel has adapted and carefully planned until now to prepare for and handle all situations in the future.

During the Covid-19 outbreak crisis, the Hotel is proud to be a part of the immunization for the nation. It was selected to be the COVID-19 Vaccination Service Center for the second dose and the third dose for more than 1,000 persons in Saraburi Province. The Hotel collaborates with the government led by the District Chief, the Chief Executive of the Sub-district Administrative Organization, and Public Health Office of Saraburi Province.

## Marketing promotion activities to create brand awareness

Pasak Restaurant, Supalai Pasak Resort & Spa, Saraburi, has been selected by Krua Khun Toi TV Program, emphasizing the excellence in food, including taste, freshness, cleanliness, guaranteed deliciousness from Krua Khun Toi TV Program. The signature menu is spicy crispy banana blossom salad with shrimp, which is a famous food of Saraburi province.

## Corporate Social Responsibility towards Sustainability Activities

Supalai Pasak Resort & Spa, Saraburi, supports Thai youth representatives to participate in ISSF WORLD SPORT STACKING CHAMPIONSHIP 2023 during October 5 - 10, 2023, in the Republic of Korea.

# Supalai Scenic Bay Resort and Spa

It is a resort located in a potential location with private beaches and beautiful landscape. There are 182 rooms available, 5 pool villas with 3-4 bedroom, and 3 beachfront villas available. All rooms offer a breathtaking view of sea and islands on the Andaman Sea side in the northeast of Phuket. There are also many facilities, such as meeting-seminar room with the capacity for up to 400 persons, library, restaurant, spa and private beach club, 3 swimming pools, and activity area for children. It is ideal for customers who want to take some rest in a relaxed atmosphere or organize meetings, seminars, sports activities, parties, corporate relationship activities and weddings in a cosy and attractive atmosphere in the style of seaside resort.

**Product :** 6 types of room are available as follows:

### Deluxe Sea View

80 Rooms
Size 32 sqm.
Twin bed
180 degree sea view

### Super Deluxe Sea View

40 Rooms
Size 36 sqm.
King size bed
180 degree sea view

### Grand Deluxe Sea View

24 Rooms
Size 40 sqm.
King size bed
180 degree sea view

### Poolside Villa

38 Rooms
Size 50 sqm.
King size bed

### Beachfront Villa

3 Rooms
Size 64 sq.m
King size bed
180 degree sea view

### Pool Villa

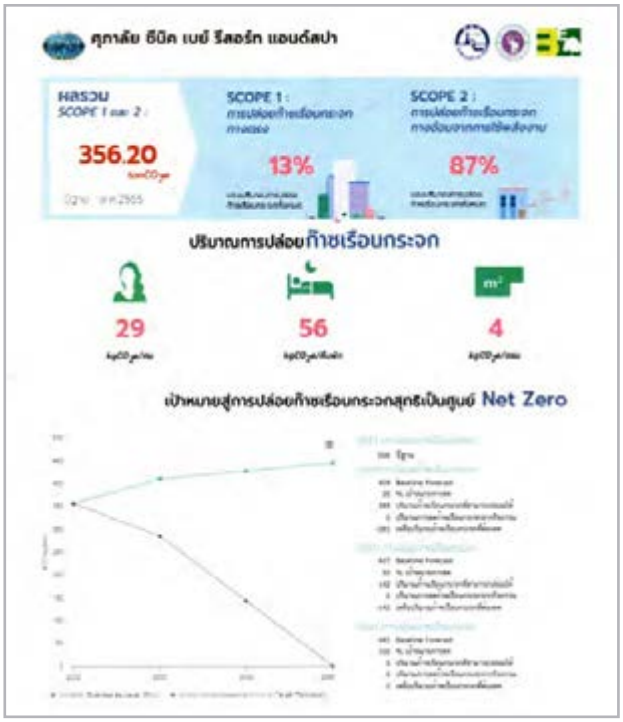
5 Villas with
4 bedrooms and usable area of approximately 377-430 sq.m.
Private villa type
180 degree sea view

## Marketing Characteristics

The tourism and service industry in Thailand is available in a wide range of sizes and levels, especially hotels and resorts on the Andaman Sea coast, mainly located in Phuket, Phang Nga, and Krabi. They consist of small, medium and large hotels. The styles and levels of service have various standards. The difference of location is also a factor of decision-making for tourists or service users. Therefore, the current behavior and the purchasing decision process of tourists using reasons supporting the decisions include the location and the standard quality of rooms and services responding to the needs as well as the reputation of hotels. Operators compete in amenities, hotel activities, design, room quality and service, surroundings, and prices. The Company has many competitors, including world-class hotels and hotels located near well-known beautiful beaches and tourist attractions, and other small entrepreneurs.

The characteristics of the hotel market consist of customer origins from 2 major channels, which are Tour Operator/Travel Agent and F.I.T. (Foreign Individual Traveler/Free Individual Traveler). The Hotel focuses on 3 marketing approaches as follows:

1. Creating a point of sale and designing an environmentally friendly hotel, as the eco-green trend is a new lifestyle that tourists all over the world are interested in. Plus, the Hotel's geography and location is surrounded by beautiful nature. The Hotel has the action plans to be certified as a Green Hotel. The hotel joined the 2023 CF-HOTELS, Eco-friendly Hotel and Accommodation Operator Empowerment Program. The amount of greenhouse gases is calculated according to the guidelines of the Greenhouse Gas Management Organization (Public Organization). The Hotel also participated in training to be able to calculate the amount of carbon footprint emitted from activities of hotel and accommodation business. This will reflect the operation of the hotel and accommodation business affecting the environment and can indicate the past management potential and how successful the business has been in sustainable management. In addition, it can analyze approaches to reduce greenhouse gas emissions, which will be information to support the business management decisions to increase revenue and reduce expenses from energy consumption appropriately.



2. Creating content and adding value to suit products and services as well as to be attractive to each group of customers.
3. Expanding the base of the quality tourist market by offering local experiences through community-based approaches in terms of culture, food, and livelihoods of communities in the area of Ao Po and Phuket.

## Competitive Strategies

The Hotel has formulated a competitive marketing strategy by segmenting the market and customer groups. The customers groups are segmented by adopting the STP Marketing Model.

| | |
|---|---|
| **S**<br>**Segmentation** | Market Segmentation and Customer Grouping based on customer behavior, emphasizing on the lifestyle of each person or group, such as customers preferring room reservation through online channels, etc. |
| **T**<br>**Targeting** | Interesting and prospect customers are selected to design the market. In this procedure, the Hotel does not only consider the purchasing power and lifestyle of the customer, but also analyzes consumer trend in order to choose the target group more precisely. |
| **P**<br>**Positioning** | The market positioning of each potential target customer group is conducted by finding out what the lifestyle of target customer groups is and what kind of communication channels are used and how in order to communicate the marketing and lead the Hotel to Customer journey in each step, such as use of social media to reach each group of customers, including Instagram, Facebook, Line, etc. |

# Marketing Strategy

## 1. Products & Services Strategy

The Hotel has additionally renovated rooms and facilities as well as improved villas for anyone interested in buying it for investment, which are the private villa for relaxation, such as 3 Beachfront Villas with 1 Bedroom and 5 Pool Villas with 4 bedrooms, that can accommodate different customer groups. In addition, the Hotel has developed a wide variety of facilities to improve products, such as library, meeting-seminar room, private beach club for customers in front of the beach, consisting of playground for children, beachfront swimming pool, beach umbrella-sunbed, water activities, such as kayak, beach volleyball, Sand & Sea restaurant, accommodating customers who want to organize a private beach party or a private Dinner in a romantic atmosphere.

### Wedding Planner

This service is available for customers interested in holding Thai-style and European-style beachfront wedding ceremony, which is very popular for Thai and foreign young people. The Hotel provides Supalai Beach Club, which is a private beach with potential and appropriateness for holding a beachfront wedding ceremony, including atmosphere, attractive scenery, and privacy.

## 2. Price Strategy

The Hotel has taken into account its price strategy and occupancy rate to be competitive with the market and set the appropriate price for the products and customer behavior of each market segment.

Customer group making reservation through B2C, the online platform, is defined as:

1. **BAR-Best Available Rate** for anyone requiring flexibility and agility for changing the check-in date and the length of stay.
2. **Last Minute** for anyone who always makes last-minute decisions without any advance plan or it is necessary to book a last-minute room for running an unexpected errand or emergency.
3. **Advance Purchase/Early Bird** is a pre-booking for a period specified by the Hotel, taking into account the customer's booking form and room inventory management. It may be 14 days, 21 days, and 30 days.

**Market Segment of Major Travel Agent (B2B) and Tour Operator:** The price is based on the number of customers from each Agent which has different bargaining powers.

**Market Segment of Corporate and Meeting-Seminar includes** government agencies, organizations, companies, embassies, etc.

## 3. Distribution Channel Strategy (Place)

1. **Sale Office :** Emphasizing on direct booking through the head office, sales office at the hotel or the Reservation Department (Front Office Department).
2. **Hotel Website :** It is the channel which customers can find information about the hotel, such as room type, facilities, price, promotion, etc. The reservation can be made through the hotel's booking engine system with real time confirmation and the payment is made via the payment gateway system. The Hotel can send promotions directly to customers who are members or Supalai residents using databases from the system and business partners.
3. **Agency B2B, Agency Online (B2C), Tour Operator :** Nowadays, customer booking behavior is to increasingly use online channels.
4. **Exhibition :** Participating in booth exhibition, such as Thai Tiew Thai, Thailand Travel Mart, Phuket Ded Yok Koh Event.

### 4. Promotion Strategy

1. Advertising through any channels, such as social media, i.e. Facebook, Tiktok, Line Ads, Google Ads, publications, i.e. brochures, leaflets, to provide customers with promotional information or send information to attract the target customer group.
2. Public relations by conducting CSR projects and participating in activities with neighboring communities.
3. Sales Promotion by offering discounts in any festivals, such as
   - Providing discounts during low season and winter promotions to customers who are business partners, such as Supalai redidents, customers of agents, or customers requiring long stay, i.e. a weekly, monthly or yearly stay.
   - Preparing any packages, such as packages including dinner and airport shuttle bus, providing cash back credit to spend on food and beverages, Stay 3 Pay 2 Package, etc.

## Strategies to build customer trust

### 1. Easily contactable and accessible

The Hotel has a contact channel that is easily accessible to customers. There is staff who can answer any questions for customers and help them make a reservation for each channel, such as Line Id: @supalairesort, phone, and email address which can be contacted 24 hours a day, or social media, such as WhatsApp, etc. Good service and promptness in answering questions or organizing activities for customers will impress customers and create a positive image for the business.

### 2. Room standards and quality service

The standard of rooms and facilities as well as good service provided to customers who use the hotel are the main factors of the business. Good quality product that can meet the needs of customers is fundamental to the success of a business.

In addition, the Hotel also focuses on hygiene standards. The hotel is certified as a SHA Extra Plus+ hotel, which increases the confidence of customers.

### 3. Being honest with customers- property and personal data security

To build the trust to customers using the service, the Hotel performs the management in various matters in terms of employee integrity, use of key card system, 24-hour security, CCTV camera installed in vulnerable areas, provision of insurance for 3rd parties, and collection of customer data into the HMS system to determine access right to customer data. These are considered one of the measures that give customers confidence in using the service.

## Target Customer Group

The hotel's target customer group include foreign and Thai customers, which can be divided into the following groups:

A group of travelling customers, including personal trip, free individual traveler, and group travelers by making the reservation through travel agencies and online companies.

A group of customers organizing meetings - seminars who uses rooms and meeting - seminar rooms, as well as a group of activity and event organizers

A group of corporate customer, government agencies, state-owned enterprises, and organizations.

A group of honeymooner

## Factors of Success

Regarding factors of success for hotel business operation, especially hotels in Phuket and neighboring provinces where there are many operators and it is highly competitive, the Hotel needs to use a marketing strategy that surpasses its competitors, define a clear and appropriate customer group, and build customer trust to attract a large number of customers to use the service. In addition, the development of personnel in the organization is one of the factors that can contribute to the success of the organization.

Regarding the Management's vision and commitment to develop products to meet the needs of customer groups that constantly change and the emphasis on health, hygienic, and environmental safety, the Hotel must adapt and thoroughly plan to promptly handle with any future situation.

## Regarding the cooperation with business partners and participation in nearby communities

The Hotel has cooperated with tourism business partners in nearby communities to distribute revenues to the communities, such as Longtail Boat Club of Ao Po Village, various travel agencies, Ban Bang Rong community, Ao Po Pier for providing services to tourists by taking them to nearby tourist attractions to increase the point of sale and alternative activities for customers, island trips, such as Koh Naka Yai, Koh Naka Noi, Koh Phae, tourist attractions in communities, Phang Nga Bay, etc.

Koh Naka Noi

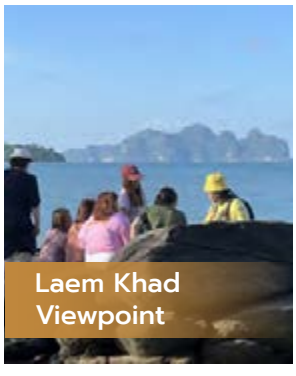
Phang Nga Bay

Samed Nang Chee Viewpoint Chee Viewpoint

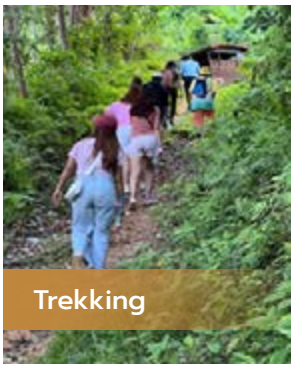
Thale Waek at koh Phae

Koh Naka Yai

Tourist Attractions in Ban Bang Rong Community


Laem Khad Viewpoint

Pineapple Plantation Tour


Trekking

## 1.2.2.2 Economic Situations, Housing Business Conditions and Forecasts

### General Economic Situation for the Year 2023-2024

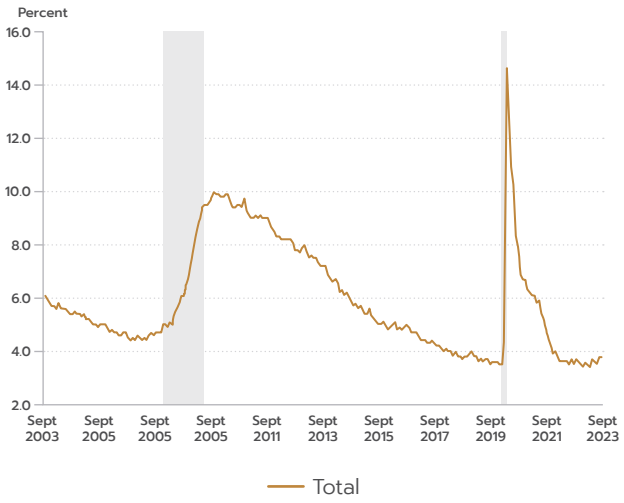
Dr. Prasas Tangmatitham

#### U.S. Economy

In these two years, it is undeniable that the incidents affecting the global economy was the Ukraine war which has led to a steady and rapid rise in oil prices, causing global hyperinflation. The Federal Reserve has to raise its policy rate in order to bring inflation back down to its target.

High interest rates generally discourage consumption and investment, which are the main demands of the economic system, leading to a higher unemployment rate. However, it appeared that the U.S. economy, in 2023, continued to expand around 4% per year, which is rare in 20 years, except for the year of the post-COVID reaction. If the unemployment rate in the United States is considered, it will be at the lowest level in 20 years around 3.5-3.7%, as shown in Figure 1. If the employment level is considered, it is at the highest level in history, as shown in Figure 2.

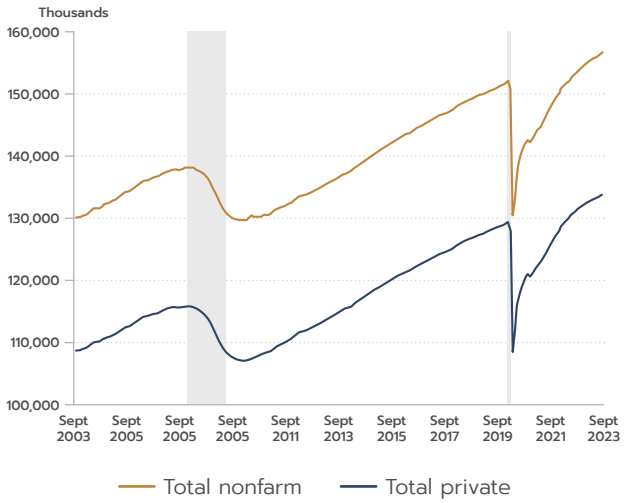
**Civilian unemployment rate, seasonally adjusted**




**Note :** shaded area represents recession, as determined by the National Bureau of Economic Research. Persons whose ethnicity is identified as Hispanic or Latino may be of any race.

**Figure 1**

**Employment levels by industy, seasonally adjusted**



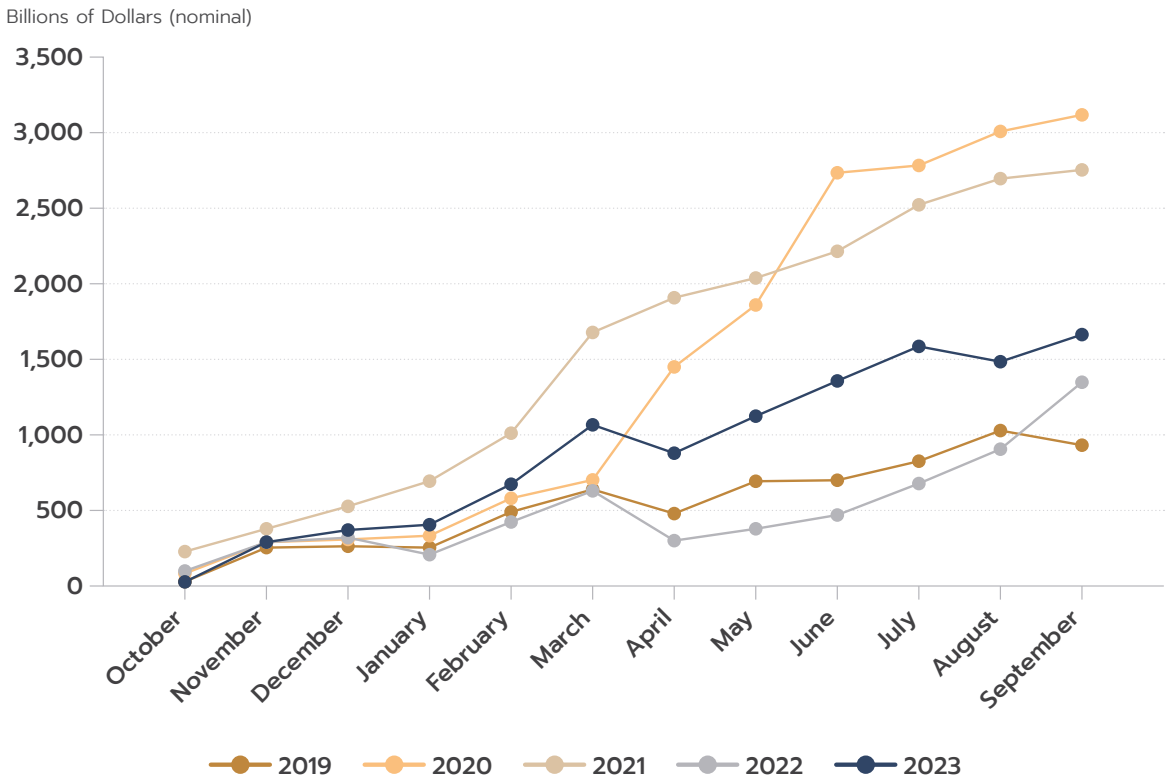

**Note :** Shaded areas represent recessions, as determined by the National Bureau of Economic Research.

**Source :** U.S. Bureau of Labor Statistics.

**Figure 2**

When considering each economic sector, private consumption is the most important factor causing the overall economy to expand rigorously. As mentioned above, although there are significant negative factors from the investment sector, which is an important goal of monetary policy opting to shrink the economy. It is evident that housing investment is the hardest-hit sector with negative rates of up to 2 digits. However, if the general investments are considered, they are also affected but they are not negative. The foreign trade sector is slightly affected. Finally, it is the government sector, especially the US federal government, that has a spending deficit increased from the previous year. However, it is not comparable to the deficit during COVID-19 pandemic. According to Deficit Tracker, the growth rate of the government spending deficit is about 4% compared to the previous year.

## Deficit Tracker




**Note :** Graph Shows cumulative deficits over the fiscal year, which bigins in october.
**Source :** US, Department of the Treasury, congressional budget office.

When considering consumption only, the growth rate of demand for the service sector is the highest, even higher than the goods sector. It is considered a major factor for the U.S. economy to continue expanding through the major service sectors, including retail, transportation, information, and scientific professions.

What is the purpose of the discussion above? It is to describe that the U.S. economy is strong even under constant policy rate hikes. totaling 5.25 percentage point and may increase more. As such, it can be said that the U.S. economy would continue to be the driving force of the global economy, although the EU economy weakened and expanded below 1%. This is an important guarantee that there will be no severe consequences for the Thai economy. Actually, unforeseen events can happen like the crisis in 2008, which is beyond prediction.

## Thai Economy

When considering the Thai economy in 2023, private consumption remains the most important factor driving the growth of the Thai economy with a growth rate of more than 7%. However, government consumption is the sector that will certainly cause the economy to shrink in 2023. Investments are similar, but, the private sector is better than the public sector. However, private investment in 2023 will expand at a much lower rate than last year. The export sector in 2023 may expand at a lower rate than in 2022, but the import sector has declined, causing overall foreign trade to be slightly positive for the overall gross national product as the net exports account for less than 10% of the overall GDP.

When considering the strong performance of private consumption last year and this year, it will continue to drive the Thai economy to expand in 2024. Some indicators would shed some light on that, in 2022, the numbers of cars sold in 2022 and 2023 were about 849,388 units and 782,465 units, respectively, with a decrease of less than 10%. The numbers of houses sold in 2022 and 2023 amounted to 270,000 million Baht and 260,000 million Baht, respectively, with a similar decreasing rate, despite the more than 1 percentage point increase in interest rate in 2023. The increase of interest rate by 1 percentage point from 6% will increase monthly installments by about 11%, meaning that purchasing power will decrease at the same rate (Even if banks offer low interest rates of around 3% for the first 3 years, the monthly installment amount will be based on the interest rate after 3 years).

Consequently, when considering the economic sector, private consumption still has the opportunity to expand at a rate similar to that of the previous year. Government consumption may have hopes from the policy of populism of the new government. Regarding government investment, it is unlikely to expand from new projects, as there is inadequate time for the new government for planning. Private investment may have some hopes from starting new projects that the private sector has expressed its intention for investment promotion. However, it is unlikely that all projects will be started or implemented as expected. The foreign trade sector is too small to significantly affect the overall economy.

In summary, Thailand's economic growth rate in 2024 should be in the range of 3.0%, increasing from the rate of less than 3% in 2022 and 2023.

## Housing Market Situations in 2023-2024

**Dr. Prasas Tangmatitham**

The housing business in 2017-2018 can be considered to in the range of 290,000-310,000 million Baht per year. The Bank of Thailand had been afraid that a severe economic bubble would happen again, so the LTV rule was adopted in the following year. The sales in 2019 fell to around 220,000 million Baht. After the COVID-19 pandemic in 2020-2021, the number of housing units sold decreased to 65,000-67,000 from around 100,000 units per year under normal circumstances. However, the selling value did not decrease. It was still at the level of 220,000 million Baht. Developers just reduced the number of new products launched onto the market somewhat due to the uncertainties. Housing sales figures are the contract values of 10 real estate companies as shown in Figure 1.

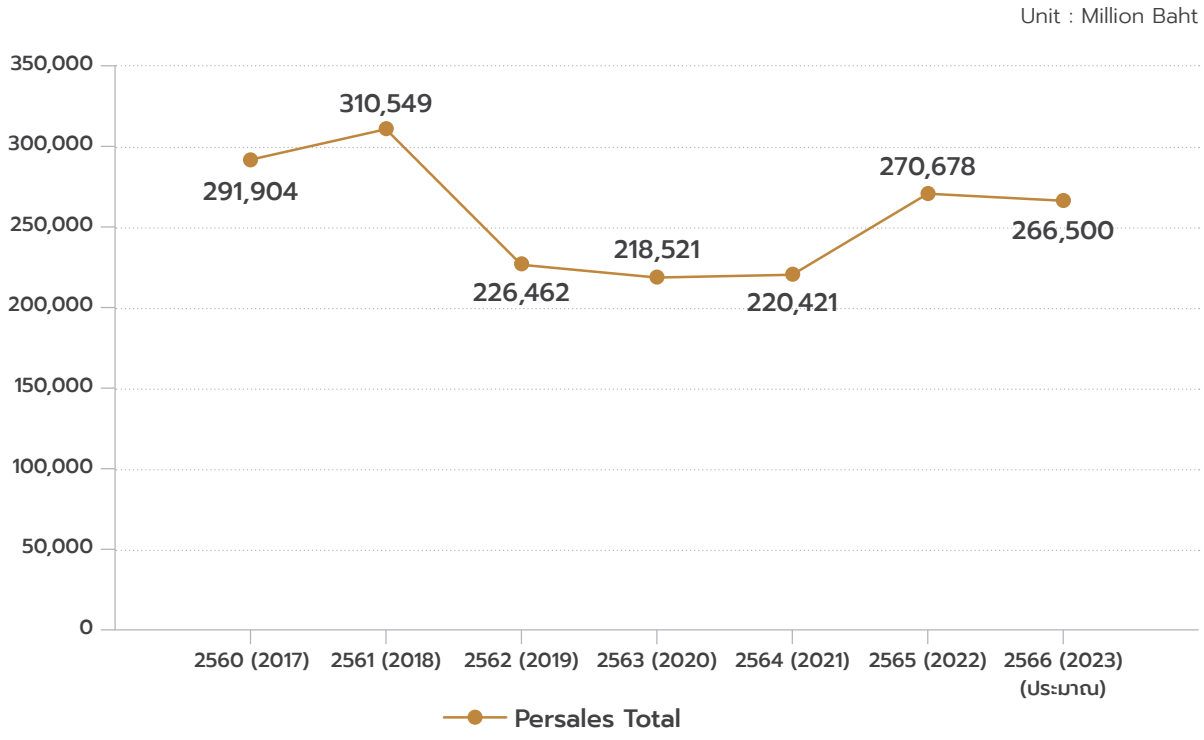



Figure 1 Annual Housing Sales of 10 Real Estates Companies

Year 2022 was the year when entrepreneurs fully resumed their business operations by increasing the number of new products launched onto the market from approximately 60,000 units in 2021 to 107,000 units in 2022, as shown in Table 1, Situations of Newly Launched Housing Sales in 2021-2023. The increasing number of products included single-detached houses and condominiums, which doubled from the previous year. Finally, Say's Law in economics reappears, that is, Supply Creates Its Own Demand. When developers increase the volume of products launched onto market, they must attempt to perform the marketing to sell products, especially condominiums with a proportion of products sold / new products of 46%. It may not be a historic high at 61% in 2012, but it is the highest record in almost 10 years, while the overall proportion of condominium sales (both new and existing products) is only 37%.

| มกราคม-มิถุนายน 2566 | | | | | 2565 | | | 2564 | | |
|---|---|---|---|---|---|---|---|---|---|---|
| HOUSE TYPE | PRICE RANGE (Mil.Bath) | TOTAL | SOLD | % SOLD OF TOTAL | TOTAL | SOLD | % SOLD OF TOTAL | TOTAL | SOLD | % SOLD OF TOTAL |
| Overall | | 47,780 | 13,447 | 28.1% | 107,090 | 35,170 | 32.8% | 60,489 | 16,044 | 27% |
| | 0.500-1.000 | 917 | 816 | 89.0% | 2,026 | 988 | 48.8% | 1,561 | 931 | 60% |
| | 1.001-2.000 | 10,661 | 4,824 | 45.2% | 29,722 | 14,079 | 47.4% | 11,522 | 3,959 | 34% |
| | 2.001-3.000 | 18,563 | 4,252 | 22.9% | 27,684 | 7,337 | 26.5% | 17,309 | 3,775 | 22% |
| | 3.001-5.000 | 8,958 | 2,108 | 23.5% | 24,806 | 7,309 | 29.5% | 15,933 | 4,044 | 25% |
| | 5.001-10.000 | 5,408 | 764 | 14.1% | 15,581 | 3,662 | 23.5% | 10,863 | 2,392 | 22% |
| | 10.001-20.000 | 1,888 | 255 | 13.5% | 5,223 | 1,111 | 21.3% | 2,321 | 606 | 26% |
| | >20.000 | 1,385 | 428 | 30.9% | 2,048 | 684 | 33.4% | 980 | 337 | 34% |
| Detached house | 3.001-5.000 | 394 | 49 | 12.4% | 1,887 | 373 | 19.8% | 1,534 | 413 | 27% |
| | 5.001-10.000 | 2,164 | 255 | 9.8% | 8,679 | 1,421 | 16.4% | 4,545 | 741 | 16% |
| | 10.001-20.000 | 1,307 | 154 | 11.8% | 4,197 | 845 | 20.1% | 1,222 | 342 | 28% |
| | >20.000 | 1,100 | 340 | 30.9% | 1,640 | 599 | 36.5% | 470 | 231 | 49% |
| | Total | 5,419 | 799 | 14.7% | 16,554 | 3,280 | 19.8% | 7,771 | 1,727 | 22% |
| Semi-detached | 2.001-3.000 | 210 | 42 | 20.0% | 141 | 15 | 10.6% | 152 | 45 | 30% |
| | 3.001-5.000 | 2,808 | 279 | 9.9% | 4,761 | 864 | 18.1% | 2,308 | 521 | 23% |
| | 5.001-10.000 | 2,006 | 248 | 12.4% | 3,037 | 737 | 24.3% | 2,715 | 655 | 24% |
| | 10.001-20.000 | 66 | 8 | 12.1% | 225 | 53 | 23.6% | 288 | 94 | 33% |
| | >20.000 | 12 | 1 | 8.3% | 10 | 8 | 26.7% | 6 | 4 | 67% |
| | Total | 5,206 | 620 | 11.9% | 8,194 | 1,677 | 20.5% | 5,469 | 1,319 | 24% |
| Townhouse | 1.001-2.000 | 1,744 | 90 | 5.2% | 3,991 | 567 | 14.2% | 3,398 | 711 | 21% |
| | 2.001-3.000 | 6,480 | 478 | 7.4% | 15,441 | 2,537 | 16.4% | 11,076 | 1,901 | 17% |
| | 3.001-5.000 | 1,661 | 231 | 13.9% | 7,278 | 1,694 | 23.3% | 7,840 | 2,056 | 26% |
| | 5.001-10.000 | 255 | 39 | 15.3% | 692 | 290 | 41.9% | 750 | 238 | 32% |
| | 10.001-20.000 | 16 | 11 | 68.8% | 345 | 62 | 18.0% | 152 | 19 | 13% |
| | >20.000 | 17 | 8 | 47.1% | 148 | 24 | 16.2% | 32 | 7 | 22% |
| | Total | 10,173 | 857 | 8.4% | 27,895 | 5,174 | 18.5% | 23,248 | 4,932 | 21% |
| Shophouse | 2.001-3.000 | | | | 100 | 67 | 67.0% | 118 | 9 | 8% |
| | 3.001-5.000 | 36 | 25 | 69.4% | 326 | 42 | 12.9% | 173 | 112 | 65% |
| | 5.001-10.000 | 19 | 46 | 25.7% | 161 | 46 | 28.6% | 139 | 96 | 69% |
| | 10.001-20.000 | 33 | 16 | 48.5% | 27 | 10 | 37.0% | 31 | - | - |
| | Total | 248 | 87 | 35.1% | 614 | 165 | 26.9% | 461 | 217 | 47% |
| Condominium | 0.500-1.000 | 917 | 816 | 89.0% | 2,026 | 988 | 48.8% | 1,561 | 931 | 60% |
| | 1.001-2.000 | 8,813 | 4,692 | 53.2% | 25,692 | 13,500 | 52.5% | 8,124 | 3,248 | 40% |
| | 2.001-3.000 | 11,869 | 3,731 | 31.4% | 11,851 | 4,676 | 39.5% | 5,909 | 1,807 | 31% |
| | 3.001-5.000 | 4,059 | 1,524 | 37.5% | 10,554 | 4,336 | 41.1% | 4,078 | 942 | 23% |
| | 5.001-10.000 | 354 | 176 | 49.7% | 3,012 | 1,168 | 38.8% | 2,693 | 652 | 24% |
| | 10.001-20.000 | 466 | 66 | 14.2% | 429 | 141 | 32.9% | 608 | 150 | 25% |
| | >20.000 | 256 | 79 | 30.9% | 214 | 52 | 24.3% | 472 | 95 | 20% |
| | Total | 26,734 | 11,084 | 41.5% | 53,778 | 24,861 | 46.2% | 23,445 | 7,825 | 33% |

**Table 1 Situations of Newly Launched Housing Sales in 2021-2023**

This year, or 2023, has shown that the number of new products in 2022 was way higher than demand. All types of products, except semi-detached houses, had new launches. Particularly, the number of single-detached houses and townhouses declined by tens of percent from these in 2022. This indicates that the remaining purchasing power is not enough to absorb the increasing volume of new goods at the same rate. The proportion of all types of new goods sold/new products launched obviously decreased for all types of houses. However, the proportion of new goods sold is still equal to or higher than the overall market of each type of product, except townhouses, which is the issue that operators should be aware of.

Another major problem in 2023 is that the Bank of Thailand had raised its policy rate in line with the US Federal Reserve. Although the increase was only 2.5 percentage point, which was significantly less than the US 5.25 percentage point hike, the bank's interest rate hike of about 1 percentage point increased monthly installment loans by about 11%, which partly affected purchasing power.

In 2023, total housing sales are expected to be around 260,000 million baht, which is still considered that developers have skilled in fighting against the aforementioned negative factors, including decreasing absorption power and purchasing power.

The significance of the housing market situation indicates that purchasing power cannot keep pace with the volume of new upcoming products. This will become a major problem for developers in 2024. In the meantime, the economic growth rate in 2024, which was previously expected to be 4.5%, is around 3%. It will be lower according to negative factors of the global situations. In fact, it does not affect Thai economy too much. The main negative internal factors derived from the government transition that caused the lack of continuity of government spending in terms of consumption and investment. However, positive factors in 2024 may be expected from good consumer purchasing power, but it is not as good as in 2023, some investment in EEC zone and the project of populism of the new government that hopefully will work well. Interest rates are generally likely to decline in line with global markets, which can be considered a positive factor.

In summary, the purchasing power of housing in 2024 should be at least 100,000 units, compared with around 94,000 units in 2023. The overall monetary purchasing power should be similar to that of 2023. However, developers may aim for better results if Say's Law is applied again. Say's Law implies that it applies all marketing strategies to attract consumer purchases. Changes of product style are important.

## 1.2.2.3 Supply of Products and Services

### 1) Business Operation Procedures

| | |
|---|---|
| **Analyzing project (Brief)** | Considering the source of land purchase by analyzing the location, shape, size and nature of projects, economic and social situations at that time, and target customers. |
| **Purchasing land** | Purchasing land that is suitable for the project. |
| **Applying for loans from financial institutions** | Contacting and applying for a loan from a financial institution to carry out the project. |
| **Preparing project** | Preparing the project in detail, including the marketing and sales plan, estimating incomes and expenses, creating a construction plan, civil society and impact on environment and society, comparing with similar projects, etc. |
| **Planning and Designing Project** | Layout and Designing for construction project (Building drawing and public utilities) and also applying for permission to allocate land and preparing an Environmental Impact Assessment (EIA) report. |
| **Requesting for Permission for Construction** | Submitting a request for permission to construction and other permissions to relevant government agencies. |
| **Selecting of contractors and construction** | Select contractors, including project manager, and supervising engineers and perform construction. |
| **Selling and receiving installment payment** | Sell projects to customers by spending different periods depending on the project type and the timeframe for completion and delivery to the customer. |
| **Delivering and transferring ownership** | Once the project is completed and the title deed is ready, the ownership will be delivered and transferred to customers. |
| **Providing after-sales service** | Each project will provide facilities for residents, such as waste collection, security, common garden care, common housekeeping, and maintenance during warranty period, etc. |
| **Establishing condominium juristic person / housing estate juristic person** | Coordinating the delivery of public utilities / common asset supervision and management to condominium juristic person / housing estate juristic person |

## 2) Acquisition of Land for Development

The Company focuses on the acquisition of land and real estate, which are the main raw materials of the real estate development business operation. The Company has provided officers with knowledge, capability and expertise in the acquisition of land and property for development. They are able to analyze any types of real estate projects in order to carry out projects rapidly. The Company has expanded the opportunity to seek for real estate for development in different regions widely. It also increases the search for land for development which is conducted by the Company's own personnel through a survey of each plot on the real area, the search for sales announcements or auctions in publications, internet, and social media of agencies and institutions, including the Company's announcements of requirement of land and real estate for development to the public at regular intervals through such system continuously. The Company also accepts and considers any real estate for development from brokers and agents. The Company has always supported the knowledge and information that is necessary to seek for potential lands for brokers and agents. Currently, the Company establishes the system for land acquisition, which is installed on the website, land.supalai.com, in order to facilitate those interested in submitting information of lands to the Company for purchasing consideration. GIS (Geographic Information System) technology is applied to facilitate the receipt and storage of data. As a result, the number of persons submitting information of lands to the Company for consideration has increased dramatically. Currently, the criteria on considering land purchase applied by the Land Procurement Department is as follows;

**Location**

The Company will consider the land purchase to distribute the land in many locations in Bangkok and its vicinity and in provinces with many populations and economy, including areas in the government's large-scale development projects, in order to meet the needs of customers in each area and diversify the investment risks of the Company which is not limited to only one specific area.

**Price**

Considering the purchase of lands with a reasonable price, which must be able to be sold after the project development in the price suitable for the market conditions in that area.

**Market Situations**

The Company will take into account the marketing needs in each location so that it can purchase lands on locations with high market demand at present or in the near future in order to correctly develop projects that are in demand by the market.

**Transportation**

The Company will purchase land plots that are conveniently accessible and suitable for each type of project. If it is a low-rise housing project, there must be a road accessible to the project with the size and width in accordance with the standards permitted by laws for land allocation. It must be located near to mass transit system, communities, or new road projects. If it is a high-rise housing project, it must be located on the main road of customer target with congestion and accessible to the mass transit system by walking and near to BTS and MRT or near to the extension stations according to the government policy.

**Public Utilities, Public Assistance, and Facilities**

The Company will purchase the lands that are connected to basic public utilities, such as electricity, water supply, telephone, Internet, drains, waste collection, etc. Nearby distance of the land to be purchased by the Company must consist of facilities necessary for daily life, such as shopping malls, markets, educational institutions, hospitals, etc.

**Environment**

The Company will purchase land plots surrounded by good environment which are suitable for projects to be developed. However, it must not be adjacent to slums and places that may cause harm to customers who purchase the Company's products.

**Shape and Size of Lands**

The Company will select land plots with the shape that allows the Company to be able to plan the project layout according to the principles appropriately. In addition, the Company will purchase the land that is suitable for the type of projects to be developed.

**Laws**

Before considering the purchase of land, the Company provides procedures and processes to verify the accuracy of documents, rights, registration obligations, laws, rules, and related guidelines of government agencies in each province. In addition, the Company also studies the draft laws to be enacted and other related details that may affect the purchase and development of land. Plus, the Company has inspected the physical characteristics of the land, including entrance - exit, environment, and nearby communities. This is to assess whether the land being purchased by the Company can be carried out in accordance with the objectives under relevant laws and can develop the project in consistence with the environment and community.

**Future Trends**

The Company will try to select lands in areas where the Company considers that there is a potential to grow in a positive way, for example, there are the government's urban development projects to be implemented in the future, there is a project of a high-speed mass transit system in nearby areas, so that the customers of the Company will receive benefits from the owner or resident and added value of the assets purchased from the Company.

## 3) Method for Contractor Selection and Evaluation

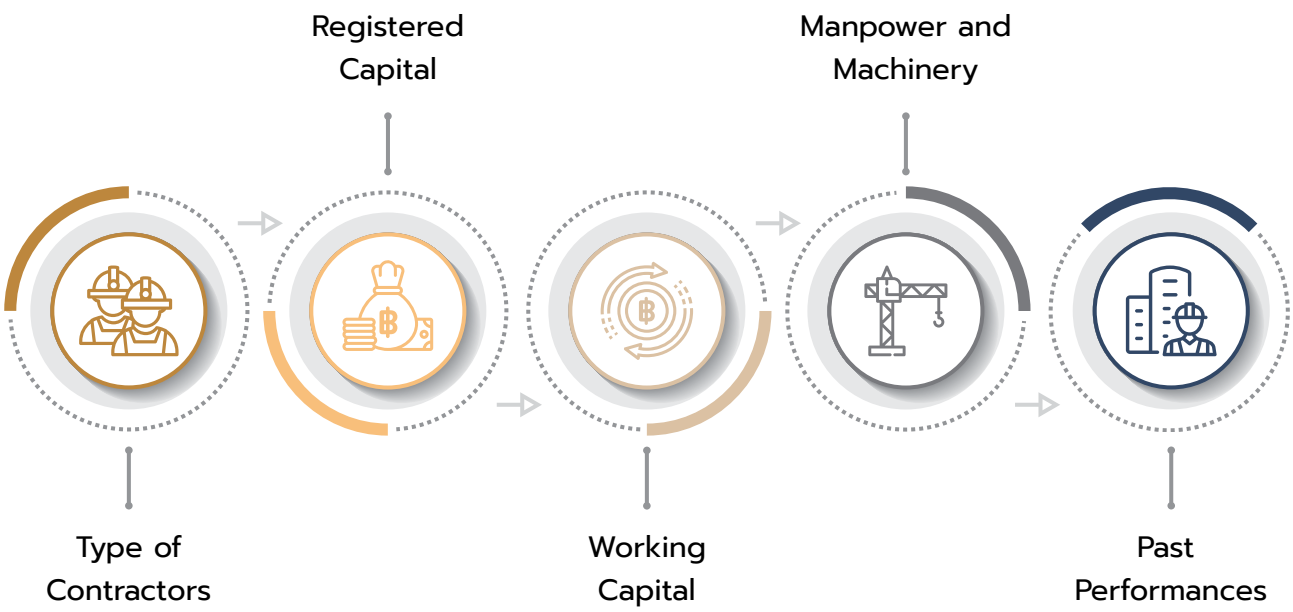
### 3.1 Contractor Selection Process

1. New contractor fills in the form according to the Company's form and attaches supporting documents for consideration.
2. Interviews and visits completed or ongoing works: All relevant parties visit and observe works of contractors participating in the bidding to be used as one of the criteria for contractor selection.
3. Inspecting financial status and portfolio certificates, which may be implemented in one or a combination of methods.
4. Registering new contractors when they pass the criteria for consideration and procurement.

Visit and Observe works of contractors participating in the bidding

## 3.2 Elements and criteria for contractor selection

### 5 Elements of Contractor Selection




### Criteria for Contractor Selection

#### Type of contractors

- A juristic person which must be registered to establish a juristic person with VAT registered and must have a valid tax identification number.
- An individual who must be VAT registered and must have a valid tax identification number.

#### Registered capital, working capital, manpower and machinery

- There is an adequate and suitable amount for the nature of the work and the quantity of work to be hired.

#### Past performances of new contractors

- The contractors shall present the current and past performances which the nature of works is the same or similar to the work to be hired, including the quantity and size of works that have been done if they are a person who has just established a new juristic person or a new contractor.
- Executives and/or teams shall have reliable experience in works to be hired.
- No record of works violating labor and human rights laws, oto disreputable background.

### 3.3 Contractor Evaluation

The Company establishes a code of practice regarding the evaluation of external contractors (contractors) for the construction of high-rise buildings. The evaluation shall be conducted monthly and the performances shall be summarized annually. Throughout the period of the construction and performance warranty, this evaluation shall be applied to all contractors who have accepted work with the Company. The results of the evaluation are communicated monthly to the contractor to improve and develop the work.

For low-rise construction, the results of the work evaluation of all registered contractors are summarized once a year in order to inform each contractor and apply them to improve their work and consider for offering new work.

| | Contractor Assessment | |
|---|---|---|
| | High-rise Project | Low-rise Project |
| **Evaluation Period** | • Evaluating results monthly throughout the period of construction.<br>• Performance warranty period | • Evaluate every time a work payment is disbursed |
| **Evaluation Scope** | All contractors | All contractors |
| **Notifying contractors of assessment results** | All contractors | All contractors |

In addition, the Company invites all contractors under the Company's projects to participate in development contests in various fields with selection criteria to jointly develop the knowledge and competence of contractors. Outstanding contractors are evaluated annually.

## 4) Sources and Materials Used in Construction

The Company is the cost leadership property developer. To make the Company's products have a lower cost than rival companies and be able to sell products at a lower price than rival companies in the same location with equal or higher quality, the Company establishes the policy on green procurement to reduce global warming, save resources, and prolong the service life of materials in the development of house and condominium projects, which meets the quality standards through a transparent selection process. The prices are compared with no less than 3 vendors or manufacturers to control the quality of products according to the standards and the level of reasonable price. Products are delivered to customers in accordance with ISO 9001:2015 certification obtained by the Company.

In addition, the Company is the real estate developer that covers single-detached houses, townhomes, twin houses, and condominiums in Bangkok, its vicinity, and other provinces. Therefore, bulk order for materials can be made, allowing the Company to negotiate prices and conditions with material vendors. If the price of any material is likely to increase, the Company will negotiate with vendors and manufacturers in advance to jointly manage and obtain the most suitable price.

In 2023, due to the COVID-19 outbreak and the Ukraine-Russia War, the Company provided more local supplier to be able to procure raw materials with the similar quality and price to those used for replacement. For the main objectives, products are delivered in time for the project's implementation plan in order to avoid impacts on the transfer of houses to Company's customers.

### 5) Environmental Impact

The Company provides the public utility system of projects in accordance with the laws relating to project development, including the study of environmental impact within the project as required by laws. The Company has studied and provided public utilities in accordance with the aforementioned study results. Regarding projects where an environmental impact study is not required by government agencies, the Company also takes into account the impact on the environment and nearby communities, especially the quality of the wastewater from the project. The Company provides the wastewater treatment system in every household before releasing into the project's drains and the pond for water quality inspection to meet the standards required by laws before releasing into public waterways in order to avoid the impact on public water sources and nearby communities. In addition, some provinces require the people forum before submitting the request for construction permission. The project is designed for efficient energy consumption or environmentally friendly water management in order to save costs of living for customers.

In addition, the Company also focuses on design and construction management by taking into account how to use materials and equipment to avoid remaining scraps and meet the manufacturer's standards as much as possible in order to reduce scraps in construction projects.

### 6) Promotion of Potential and Capabilities of Contractors

#### 6.1 Action plans and promotion processes for improvement of contractors' capabilities for high - rise project

- Seminar

To promote cooperation, understanding and create teamwork between the Company and collaborating contractors, annual training seminars are organized by inviting contractors to participate in running activities and seminars to gain understanding and create efficiency and effectiveness in joint operations.

High-rise Construction Department Seminar 2023

High-rise Construction Department Seminar 2023

Being a part of the cooperation network of Circular Economy in Construction Industry (CECI) to promote the sustainable use of resources in the construction industry.

Participating in Circular Economy Acceleration (CECI)

- Training

The Company has organized training on PPR pipe welding, painting and plastering work before starting work to help develop sustainable business operations of suppliers.

Training on PPR pipe welding

Training on mixing and painting ceilings and walls

Training on plastering work

- **Cooperation on Product, Service and Innovation Development**

Sustainability experiences are applied to develop, adapt, and create innovations that can enhance environmental benefits. The use of wooden pallets is cancelled and replaced by plastic pallets. Unusable frosted debris is recycled and reused with TOA to reduce resource loss.

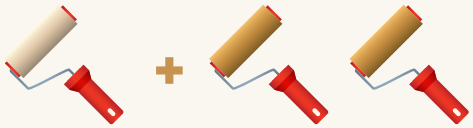
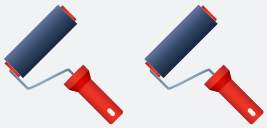
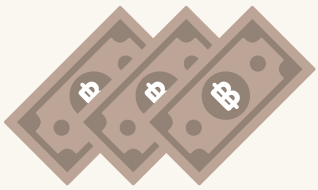
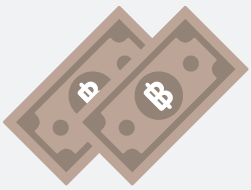
Use of wooden pallets is cancelled and replaced by plastic pallets.

Frost scraps recycled together with TOA

- Product Innovation

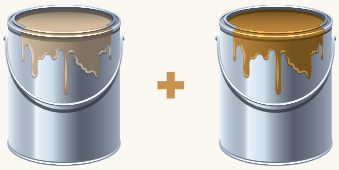
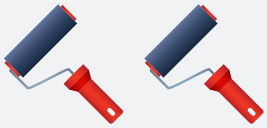
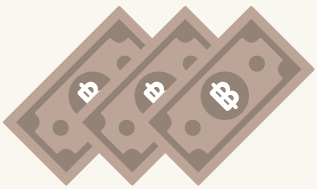
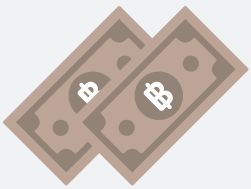
1. Anti-rust paint products

The Company collaborates with business partners to develop anti-rust paint products, which are new products that combine the "Oil coating paint" with "Primer" to create a new formula product inside one paint can. Originally, each product was canned separately. Therefore, the Company applies product innovativeness in its work processes to shorten the painting period and reduce the number of empty paint cans within the Project. This reflects the ability of businesses to create and develop new products, resulting in the efficient and effective work process and the better economic benefits for the business.

| Product Innovation Features | Original Product | New Product |
|---|---|---|
| **Anti-rust paint products** (Oil coating paint with primer) Reduce the number of empty paint cans | Primer + Oil Coating Paint | Oil Coating Paint with Primer |
| **Reduce the number of paint cycles.** (From originally painted 3 times to 2 times) |  |  |
| **Shorten the overall painting time** | 13 - 14 hours | 3 - 4 hours |
| **Economic benefits for businesses** |  |  |

### 2. Watercolor paint for interior and exterior walls

The Company collaborates with business partners to develop watercolor paint for interior and exterior walls by developing a new product, 2 In 1 Formula, Water Coating Paint with Primer. Therefore, the Company applies product innovativeness in its work process to help reduce the work procedures of primer and coating paint painting and also decrease water consumption for mixing paints. This reflects the ability of businesses to create and develop new products, resulting in the efficient and effective work process and the better economic benefits for the business.

| Product Innovation Features | Original Product | New Product |
|---|---|---|
| **Watercolor paint for interior and exterior walls** (2 In 1 Formula, Water Coating Paint with primer) Reduce the number of empty paint cans | Prime + Water Coating Paint  | Water Coating Paint with primer |
| **Reduce the number of paint cycles.** (From originally painted 3 times to 2 times) | |  |
| **Reduce water consumption in mixing paints** | | |
| **Economic benefits for businesses** |  |  |

Painting exterior walls

Painting interior walls

### 3. Waterproof ceiling products

The Company collaborates with business partners to develop new waterproof frosted paint products. Therefore, the Company applies product innovativeness in its work process to help reduce the problem of swelling from rainwater and also minimize the number of repair notices and materials for repairs. This reflects the ability of businesses to create and develop new products, resulting in the efficient and effective work process and the better economic benefits for the business.

Installation of waterproof ceiling

### 6.2 Plans and promotion processes to enhance the capability of low-rise project contractors

- Training Management

The Company has organized training activities for lightweight brickwork to help develop and promote construction skills to meet standards.

Training on lightweight brickwork

The Company has organized training activities for tile grout operations to help develop and promote construction skills to meet standards.

Training on tile grout

The Company has organized training activities for door frame installation to help develop and promote construction skills to meet standards.

Training on installation of door frames

The Company has organized training activities for roof eaves installation to help develop and promote construction skills to meet standards on sustainable business operations of suppliers.

Organizing training on installation of roof eaves

The Company has organized training activities on the use of dry precast concrete to help develop and promote construction skills to meet standards.

Training on use of dry precast concrete

## 7) Development of sustainable business operations of suppliers

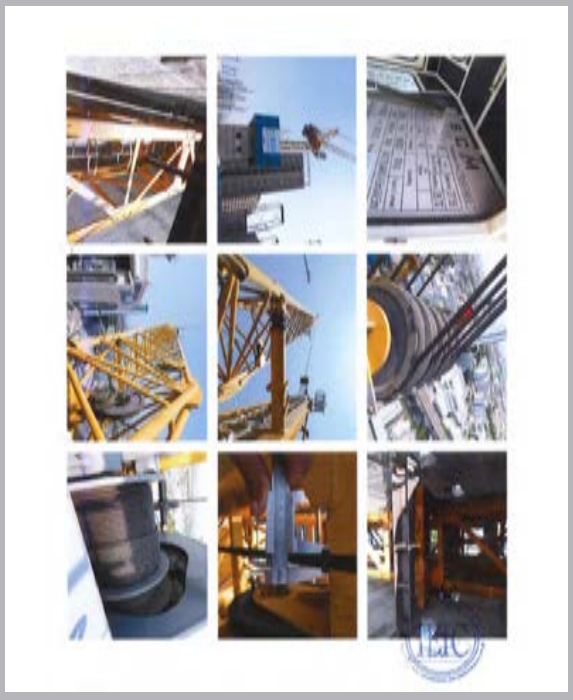
**Plans and promotion processes to enhance safety and develop environmental standards**

- Safety Regulatory Compliance Inspection

Tool-machine inspection

Fire Extinguisher Inspection

Inspection of electrical cabinets and wiring equipment



TC1 Crane Inspection

Derrick Crane Inspection

Passenger Hoist Inspection

- Safety Activities

Morning Talk and KYT Meeting Activity

Measures for bag search and measures for bringing items in and out of the Project

Carrying materials or debris is covered with canvas before leaving the Project.

- Notification process for overtime work

Issue a notice requesting permission for overtime work with details, such as working hours, dates, locations, and activities performed

↓

Certified by a contractor or project manager

↓

Notify all neighboring areas that are in close proximity 7 days before operation

↓

Supervising the operation until its completion

- Common Support Work, Protection Dismantling, and Environmental Monitoring

Receiving an audit from Supalai's common safety

Protection Dismantling

Environmental Monitoring

Weekly Big Cleaning Day

- Waste sorting activities

Recyclable Waste Sorting

- Self Proved

The objective is to maximize the use of construction materials in the Project. This is to avoid the waste being disposed of at external sources. It also has a better effect on the construction process of the Project and does not affect the environment. The Project will provide waste management to reduce construction waste within the standard.

Self Proved

### Scrap material application in the project

A concrete truck mixer is cleaned after completely pouring concrete in the pond provided in the Project to use the concrete scrap for compaction into a subbase layer of the road in the Project.

The use of overflowing concrete from casing in the process of sediment removal from pouring bored pile concrete is applied for compaction into a subbase layer of the road in the Project.

## 1.2.2.4 Assets Used in Business Operations

### Major nature of assets

As at December 31, 2023, the Company and its subsidiaries had assets used in the business operation, consisting of property development projects for sales, investment properties, (details are shown in attachment 4) and property, building and equipment the details are as follows;

**Property, Building and Equipment**

- Supalai Public Company Limtied

| Fixed Assets | Book Value as of 31 Dec 2023 (Million Baht) | Estimated Useful Lives (Year) | Obligations | Mortgage Limit (Million Baht) |
|---|---|---|---|---|
| Land | 49.28 | - | N/A | - |
| Building | 205.05 | 20, 30 | N/A | - |
| Building improvements and structures | 102.26 | 5 | N/A | - |
| Machinery and equipment | 26.17 | 5 | N/A | - |
| Furniture, fixtures and office equipment | 263.36 | 3, 5 | N/A | - |
| Motor vehicles | 66.04 | 5 | N/A | - |
| **Deduct:** Accumulated depreciation | (443.68) | | | |
| **Net Book Value** | **268.48** | | | |

- Supalai Property Management Company Limited

| Fixed Assets | Book Value as of 31 Dec 2023 (Million Baht) | Estimated Useful Lives (Year) | Obligations | Mortgage Limit (Million Baht) |
|---|---|---|---|---|
| Land | 8.69 | - | N/A | - |
| Building and building improvements | 9.52 | 5, 20 | N/A | - |
| Furniture, fixtures and office equipment | 17.45 | 3, 5 | N/A | - |
| Equipments | 24.54 | 5 | N/A | - |
| Hotel operating appliances | 16.26 | 3 | N/A | - |
| Motor vehicles | 9.91 | 5 | N/A | - |
| **Deduct:** Accumulated depreciation | (67.81) | | | |
| **Net Book Value** | **18.56** | | | |

- Haadyai Nakarin Company Limited

| Fixed Assets | Book Value as of 31 Dec 2023 (Million Baht) | Estimated Useful Lives (Year) | Obligations | Mortgage Limit (Million Baht) |
|---|---|---|---|---|
| Machinery and equipment | 7.84 | 5 | N/A | - |
| Furniture, fixtures and office equipment | 18.58 | 5 | N/A | - |
| Motor vehicles | 5.04 | 5 | N/A | - |
| **Deduct:** Accumulated depreciation | (26.87) | | | |
| **Net Book Value** | **4.59** | | | |

- Supalai Northeast Company Limited

| Fixed Assets | Book Value as of 31 Dec 2023 (Million Baht) | Estimated Useful Lives (Year) | Obligations | Mortgage Limit (Million Baht) |
|---|---|---|---|---|
| Machinery and equipment | 2.16 | 5 | N/A | - |
| Motor vehicles | 1.51 | 5 | N/A | - |
| Furniture, fixtures and office equipment | 3.89 | 3, 5 | N/A | - |
| **Deduct:** Accumulated depreciation | (5.77) | | | |
| **Net Book Value** | **1.79** | | | |

- Phuket Estate Company Limited

| Fixed Assets | Book Value as of 31 Dec 2023 (Million Baht) | Estimated Useful Lives (Year) | Obligations | Mortgage Limit (Million Baht) |
|---|---|---|---|---|
| Land and land improvement | 31.54 | - | Security for bank overdrafts | 10 |
| Building and building improvements | 199.71 | 5, 20 | | |
| Equipment | 33.75 | 5 | N/A | - |
| Motor vehicles | 3.96 | 5 | N/A | - |
| Furniture, fixtures and office equipment | 9.01 | 5 | N/A | - |
| **Deduct:** Accumulated depreciation | (208.27) | | | |
| **Net Book Value** | **69.70** | | | |

## Policy on Investment in Subsidiaries

The Company has the policy to make long-term investment in businesses relating to real estate development business or to expand its business base without a policy to invest for speculation. The Company's investments must be considered by the Board of Directors and/or the Shareholders' Meeting in accordance with the scope of approval authority specified by the Company. However, the Company will send a representative to be a director in the subsidiary in order to supervise the management in accordance with the goals.

As at December 31, 2023, the Company invested in 6 subsidiaries as follows;

| Company's name | Paid up capital (Million Baht) | Percentage of Shareholding (percent) | Investment Cost (Million Baht) |
|---|---|---|---|
| Supalai Property Management Company Limited | 745 | 100 | 745 |
| Haadyai Nakarin Company Limited | 192 | 57 | 180 |
| Supalai Northeast Company Limited | 335 | 99 | 331 |
| Phuket Estate Company Limited | 169 | 82 | 215 |
| Supalai Philippines Incorporate | 900 (Million PHP) | 100 | 433 |
| Supalai Singapore Holdings Pte Ltd | 327 (Million SGD) | 100 | 8,334 |
| **Total** | | | **10,238** |
| **Deduct: Allowance for impairment loss of investments** | | | **(33)** |
| **Investments in subsidiaries - net** | | | **10,205** |

### 1.2.2.5 Backlog revenue awaiting to be transferred of The Company and its subsidiaries

#### (1) Supalai Public Company Limited

As at December 31, 2023, the Company had obligations to transfer the ownership of house and/or condominium to the buyers in accordance with the contract amounting to 14,830 million baht. It is estimated that, by 2024, the Company will be able to deliver products in the total amount of 12,633 million baht.

#### (2) Haadyai Nakarin Company Limited

As at December 31, 2023, Haadyai Nakarin Company Limited had obligations to transfer the ownership of house and/or condominium to the buyers in accordance with the contract amounting to 466 million baht. It is estimated that, by 2024, the Company will be able to deliver products in the total amount of 466 million baht.

#### (3) Supalai Northeast Company Limited

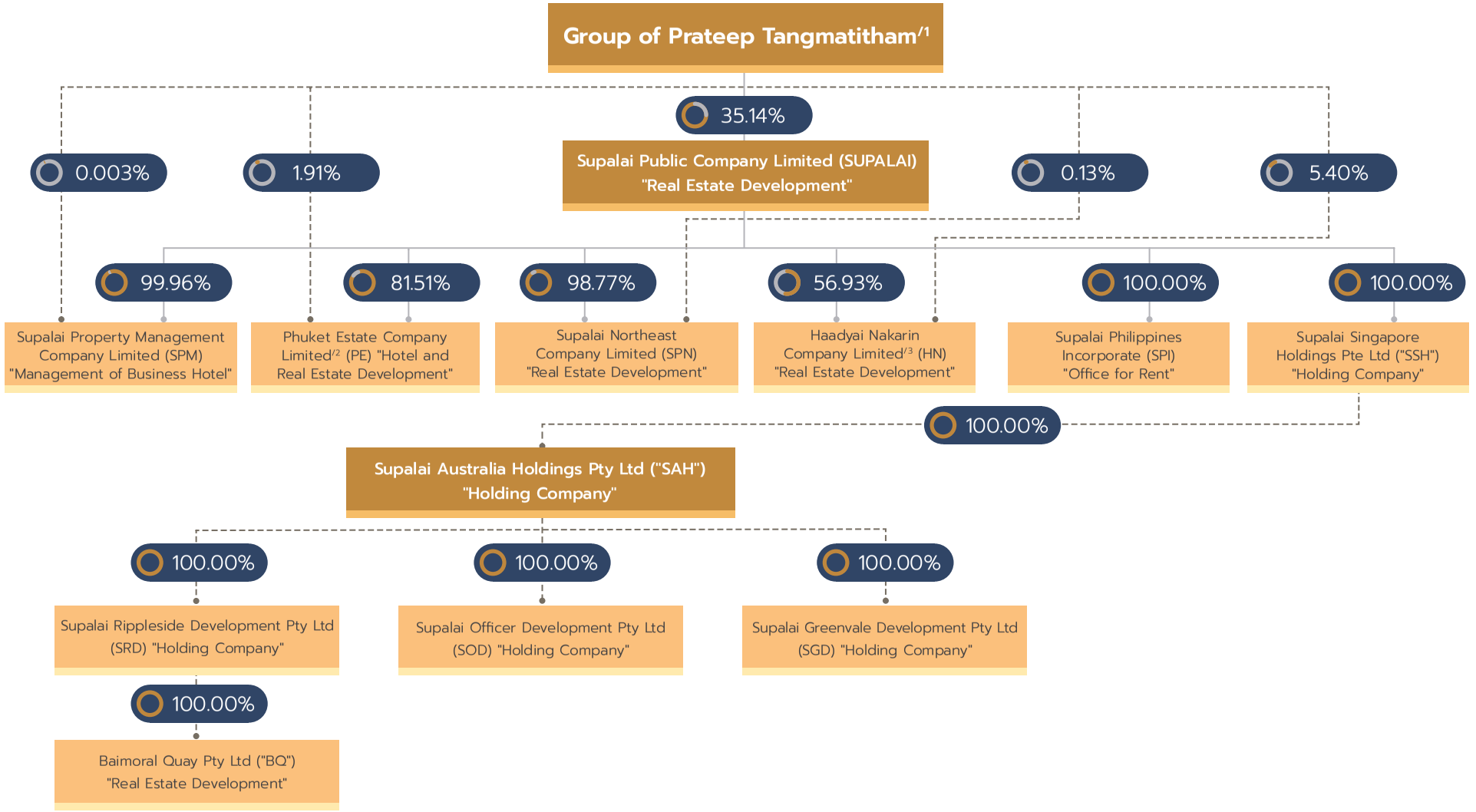
As at December 31, 2023, Supalai Northeast Company Limited had obligations to transfer the ownership of house to the buyers in accordance with the contract amounting to 362 million baht. It is estimated that, by 2024, the Company will be able to deliver products in the total amount of 362 million baht.

#### (4) Supalai Property Management Company Limited

As at December 31, 2023, Supalai Property Management Company Limited had obligations to transfer the ownership of house to the buyers in accordance with the contract amounting to 42 million baht. It is estimated that, by 2024, the Company will be able to deliver products in the total amount of 42 million baht.

# 1.3 Shareholding Structure of the Group of Companies

## 1.3.1 Chart Indicating Shareholding Structure of the Group of Companies as at 31 December 2023




/1 The shares are held by Dr. Prateep Tangmatitham and the persons pursuant to Section 258 of the Securities and Exchange Act B.E. 2535 (1992).

/2 Mr. Chuan Tangmatitham who is Dr. Prateep Tangmatitham's elder brother and Mrs. Anchan Tangmatitham, Mr. Chuan Tangmatitham's wife hold shares in an aggregate number of 3.15% of the paid-up capital. The other shareholders are natural persons who are not related to the group of Dr. Prateep Tangmatitham.

/3 Mr. Chuan Tangmatitham who is Dr. Prateep Tangmatitham's elder brother and Mrs. Anchan Tangmatitham, Mr. Chuan Tangmatitham's wife hold shares in an aggregate number of 4.65% of the paid-up capital. The other shareholders are natural persons who are not related to the group of Dr. Prateep Tangmatitham.

The Company has a total number of 11 subsidiaries and associated companies which operate real estate business as follows:

## (1) Supalai Property Management Co., Ltd. ("SPM")

The Company holds shares of this company at the rate of 99.91% of the registered capital of 25 million baht. It operates the management business of hotels, restaurants, resorts and real estate projects. At present, it is managing Supalai Pasak Resort & Spa Hotel.

During 2017, Supalai Public Company Limited purchased shares held in SPM by existing shareholders, resulting in the proportion of its shareholding increased to 99.99%.

During 2018, Supalai Public Company Limited injected investment of approximately 20 million baht in Supalai Property Management Co., Ltd. to operate business.

During 2019, Supalai Property Management Co., Ltd. increased in its registered capital by 200 million baht to invest in property development project.

During the year 2020, Supalai Property Management Company Limited increased its registered capital by 500 million baht to be used as a working capital in the Company's operations.

As at 31 December 2023, the Company holds shares of this company at the rate of 99.96% of the registered capital of 745 million baht.

## (2) HaadyaiNakarin Co., Ltd. ("HN")

HN was established in 1988 by a group of real estate businessmen in Songkhla Province with the group of Mr.Prateep Tangmatitham, the group of Mr.Chuan Tangmatitham and M.K. Real Estate Development Plc. Holding shares at the rate of 5.40%, 4.65% and 6.03% respectively. Subsequently, in 1996, the Company, seeing the potential of real estate development in Songkhla Province and wishing to expand its investment in the provincial areas, had increased its investment ratio in HN to 49.89% of the registered capital of 191.50 million baht.

Currently, it is developing the ASEAN Trade Center project, a complete range business center, middle levelcondominium project and housing projects.

During the year 2015, Supalai Public Company Limited has acquired more shares from M.K. Real Estate Development Plc. which was partly held by HN. The Company, therefore, hold more shares at 55.92%.

During the year 2017, Supalai Public Company Limited had purchased additional shares from small shareholders of HN, resulting in the proportion of its shareholding increased to 56.52%.

During the year 2020, Supalai Public Company Limited had purchased additional shares from small shareholders of HN, resulting in the proportion of its shareholding increased to 56.67%.

During the year 2021, Supalai Public Company Limited had purchased additional shares from small shareholders of HN, resulting in the proportion of its shareholding increased to 56.77%.

During the year 2023, Supalai Public Company Limited had purchased additional shares from small shareholders of HN, resulting in the proportion of its shareholding increased to 56.93%.

## (3) Supalai Northeast Co., Ltd. ("SPN")

The Company's shareholding proportion in this company is 98.77% of the registered capital of 335.45 million baht. It operates the real estate business in the northeast of Thailand and currently carrying out 7 housing projects in Khon Kaen Province.

## (4) Phuket Estate Co., Ltd. ("PE")

PE was established in 1989 in order to purchase the land in Phuket. Subsequently, in 2001, SPM which is a subsidiary of the Company has invested in PE to build hotels and resorts in Phuket Province as it saw the potential of hotels in Phuket. Since the development of hotels in Phuket needed very high amount of investment and SPM did nothave sufficient capital. SPM, therefore, sold all of its shares to the Company. On 24 March 2010, the 2010 Annual General Meeting of the Shareholders of Phuket Estate Company Limited approved an increase of that its registeredshare capital from 153.6 million baht to 307.3 million baht. The Company invested a total of 143.7 million baht. As a result, the percentage shareholding of the Company increased to 81.51%.PE is currently engaging in the development of resorts for long term lease and managing hotels in Phuket Province.

During 2018, Phuket Estate Co., Ltd. decreased in its share capital by 138 million baht, with used to offset the deficit, and the remaining amount returned to its shareholders. As a result, the registered share capital was decreased to be 169 million baht.

As of 31 December 2023, The Company's shareholding proportion in this company is 81.51%.

## (5) Supalai Philippines Incorporate ("SPI")

The Company invested in 900,000,000 ordinary shares, 100% of Supalai Philippines Incorporate which is incorporated in Philippines. The Company is principally engaged in office rental business and investment in security in Philippines.

During year 2017, Supalai Philippines Incorporate entered into an agreement to sell a rental office building for PHP 1,620 million. The subsidiary already received payment in 2017.

## (6) Supalai Singapore Holdings Pte Ltd ("SSH")

During the year 2014 - 2023, the Company invested in 370,574,273 ordinary shares, or 100% of Supalai Singapore Holding Pte Ltd, which has been incorporated in Singapore as part of foreign investment scheme.

## (7) Supalai Australia Holdings Pty Ltd ("SAH")

During 2014 - 2023, Supalai Singapore Holdings Pte Ltd, a subsidiary of the Company invested in 247,587,211 ordinary shares, or 100% of Supalai Australia Holdings Pty Ltd, a company incorporated in Australia, as part of investment scheme in various companies in Australia.

## (8) Supalai Rippleside Development Pty Ltd ("SRD")

During 2014 - 2023, Supalai Australia Holdings Pty Ltd, invested in 8,750,100 ordinary shares, or 100% of Supalai Rippleside Development Pty Ltd a company incorporated in Australia as part of investment scheme in Australia.

### (9) Supalai Officer Development Pty Ltd ("SOD")

During 2014 - 2023, Supalai Australia Holdings Pty Ltd invested in 4,500,100 ordinary shares, or 100% of Supalai Officer Development Pty Ltd a company incorporated in Australia as part of investment scheme in Australia.

### (10) Supalai Greenvale Development Pty Ltd ("SGV")

During 2015 - 2023, Supalai Australia Holdings Pty Ltd invested in 9,087,600 ordinary shares, or 100% of Supalai Greenvale Development Pty Ltd, a company incorporated in Australia as part of investment scheme in Australia.

### (11) Balmoral Quay Pty Ltd ("BQ")

During the year 2020, Supalai Rippleside Development Pty Ltd invested in Balmoral Quay Pty Ltd, which is the company incorporated in Australia, in the amount of 100 shares, representing 100% of Balmoral Quay Pty Ltd. This company engaged in the business of real estate development in Australia.

## 1.3.2 Top 10 Major Shareholders as of the Most Recent Closing Date of the Share Register on 23 August 2023

| | Name of Shareholders | Shareholding Proportion | |
|---|---|---|---|
| | | Number of Shares | Percentage |
| 1. | TANGMATITHAM FAMILY [1)] | 686,189,305 | 35.14 |
| 2. | THAI NVDR COMPANY LIMITED | 256,887,246 | 13.15 |
| 3. | SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED | 56,521,026 | 2.89 |
| 4. | NORTRUST NOMINEES LIMITED-NT0 SEC LENDING THAILAND CL AC | 39,251,678 | 2.01 |
| 5. | STATE STREET BANK AND TRUST COMPANY | 36,001,799 | 1.84 |
| 6. | STATE STREET EUROPE LIMITED | 35,337,301 | 1.81 |
| 7. | NORTRUST NOMINEES LTD-CL AC | 28,839,796 | 1.48 |
| 8. | SOCIAL SECURITY OFFICE | 25,697,625 | 1.32 |
| 9. | SOUTH EAST ASIA UK (TYPE A) NOMINEES LIMITED | 23,414,416 | 1.20 |
| 10. | BNY MELLON NOMINEES LIMITED | 21,509,100 | 1.10 |
| **Total Top 10 Shareholders** | | **1,209,649,292** | **61.94** |
| Others | | 743,404,738 | 38.06 |
| **Total** | | **1,953,054,030** | **100.00** |

Remark : [1)] The group of Mr.Prateep Tangmatitham and related persons pursuant to Section 258 of the Securities and Exchange Act (B.E. 2535) (1992) consists of 1) Mr.Prateep Tangmatitham 2) Mrs.Ajchara Tangmatitham holding 562,415,455 shares and 123,773,850 shares, or 28.80% and 6.34% respectively.

# 1.4 Amount of Registered Capital and Paid-up Capital

## 1. Securities of the Company

As at December 31, 2023, the Company had the registered capital and the paid-up capital in the amount of 1,955,666,261 baht and 1,953,054,030 baht, respectively, divided into 1,953,054,030 ordinary shares with a par value of 1 baht per share.

## 2. Treasury Stock

On 29 January 2020, the Company's Board of Directors' meeting No. 2/2020 approved a share repurchase program for financial management purposes, with a budget of up to 2,000 million baht, or not exceeding amount 120 million shares. The number of shares to be repurchased would be approximately 5.6% of the total number of shares in issue, with a par value of 1 baht per share. The repurchase period is from 12 February 2020 to 11 August 2020 and the period set for redistribution of the shares is more than 6 months but not more than 3 years after completion of the share repurchases.

On 17 March 2020, the Company's Board of Directors' meeting No. 4/2020 approved an increase of the budget for the share repurchase program for financial management purposes to a maximum of 3,000 million baht, or not exceeding amount 200 million shares. The number of shares to be repurchased is approximately 9.3% of the total number of shares in issue, with a par value of 1 baht per share.

### Reconciliation of treasury stocks

| | Number of shares (Shares) | Average price per share (Baht) | Repurchase amount (Thousand Baht) |
|---|---|---|---|
| **Treasury stocks** | | | |
| Repurchase during the year | 194,938,600 | 15.39 | 2,999,999 |
| **Treasury stocks as at 31 December 2020 and 2021** | **194,938,600** | **15.39** | **2,999,999** |

The Company set aside an amount from retained earnings equal to the cost of the treasury shares to a separate reserve account, with such reserve to remain outstanding until either the shares are sold or the paid-up capital is reduced by the cancellation of any remaining unsold shares. As at 31 December 2020, the Company has set aside the reserve approximately 3,000 million baht, with the Company recording the reserve as 'Appropriated retained earnings - treasury stock reserve" in its statement of financial position.

On 22 February 2022, the Company's Board of Directors' meeting No. 2/2022 approved the sale of 194,938,600 shares of the Company's treasury stock, or approximately 9.10% of the total number of shares in issue, on the Stock Exchange of Thailand between 8 March 2022 and 9 July 2023 at a price that must be more than or equal to 85% of the average closing price of the latest 5 trading days. The Company began selling the treasury stocks from 11 April 2022.

During the month of April 2022 to May 2022, the Company sold 2,654,500 million shares of treasury stock at a total price of baht 60 million. Therefore, the Company recorded the difference of baht 19 million between the repurchase cost and the resale price of the treasury stock under "Treasury share premium" and reversed reserve of baht 41 million from "Appropriated retained earnings - Treasury stock reserve" to "Unappropriated retained earnings".

On 11 October 2022, the Company's Board of Directors' meeting No. 10/2022 passed a resolution approving changes in the procedure for the sale of treasury stock as follows:

1. Offer 190,015,700 shares of treasury stock on the Stock Exchange of Thailand between 18 and 25 October 2022 at a price that must be more than or equal to 85% of the average closing price of the latest 5 trading days.
2. Offer 2,268,400 shares of treasury stock to directors and employees of the Company on 18 October 2022 at a price that must be more than or equal to the average closing price of the latest 7 trading days.
3. If the Company has been unable to sell all of the treasury stock by the end of the stipulated period, the Company was to decrease its paid-up capital and register the decrease in capital within 14 days from the date it cancelled the shares.

On 18 October 2022, the Company sold 2,258,800 shares of treasury stock to directors and employees of the Company at a subscription price of baht 18.86 per share, or for a total of baht 43 million. The Company recorded the difference of baht 8 million between the repurchase cost and the resale price of the treasury stock under "Treasury share premium" and reversed reserve of baht 35 million from "Appropriated retained earnings - Treasury stock reserve" to "Unappropriated retained earnings".

On 26 October 2022, the Company registered the reduction of its registered share capital from baht 2,145,691,561 (2,145,691,561 ordinary shares of baht 1 each) to baht 1,955,666,261 (1,955,666,261 ordinary shares of baht 1 each) and paid-up share capital from baht 2,143,079,330 (2,143,079,330 ordinary shares of baht 1 each) to baht 1,953,054,030 (1,953,054,030 ordinary shares of baht 1 each) with the Ministry of Commerce to cut the remaining 190,025,300 treasury stocks. The Company reversed treasury share premium of baht 418,504,488 and recognized the difference amounting to baht 2,315,855,740, resulting from the reduction of its share capital by means of writing off the treasury stocks, to unappropriated retained earnings. Moreover, the Company reversed reserve for treasury stocks of baht 2,924,385,528 to unappropriated retained earnings.

# 1.5 Issuance of Other Securities

A. In 2021, 2022, and 2023, the Company had issued unsecured debentures with the details as follows:

| Lots of Debentures | Issuance date | Maturity date | Tenor (Year) | Total Issue Amounted (Million Baht) | Outstanding Debentures (Million Baht) | Annual coupon rate (%) (payment frequency) | Credit Rating | Terms |
|---|---|---|---|---|---|---|---|---|
| 1/2021 | 2 Mar 2021 | 2 Sep 2022 | 1 Year 6 Months | 2,000 | - | 1.90% Zero Coupon | 20 Oct 2020 | Redemption at maturity |
| 2/2021 | 16 Aug 2021 | 16 Aug 2023 | 2 | 1,500 | - | 1.41% Zero Coupon | 20 Oct 2020 | Redemption at maturity |
| 1/2022 | 1 Mar 2022 | 1 Mar 2024 | 2 | 2,000 | 2,000 | 1.44% Zero Coupon | 12 Oct 2021 | Redemption at maturity |
| 2/2022 | 9 May 2022 | 9 May 2023 | 1 | 2,000 | - | 1.23% Zero Coupon | 12 Oct 2021 | Redemption at maturity |
| 2/2022 | 9 May 2022 | 9 May 2024 | 2 | 600 | 600 | 2.13% interest paid every 6 months | 12 Oct 2021 | Redemption at maturity |
| 3/2022 | 8 Aug 2022 | 24 Aug 2023 | 1 Year 16 Days | 1,000 | - | 1.88% Zero Coupon | 12 Oct 2021 | Redemption at maturity |
| 3/2022 | 8 Aug 2022 | 8 Aug 2024 | 2 | 500 | 500 | 2.58% Zero Coupon | 12 Oct 2021 | Redemption at maturity |
| 4/2022 | 1 Sep 2022 | 1 Sep 2023 | 1 | 1,600 | - | 1.77% interest paid every 6 months | 12 Oct 2021 | Redemption at maturity |
| 4/2022 | 1 Sep 2022 | 3 Oct 2024 | 2 Year 1 Month | 800 | 800 | 2.38% Zero Coupon | 12 Oct 2021 | Redemption at maturity |
| 1/2023 | 3 May 2023 | 3 May 2024 | 1 | 1,600 | 1,600 | 2.47% interest paid every 6 months | 25 Oct 2022 | Redemption at maturity |
| 2/2023 | 19 May 2023 | 19 May 2025 | 2 | 1,280 | 1,280 | 2.77% Zero Coupon | 25 Oct 2022 | Redemption at maturity |
| 2/2023 | 19 May 2023 | 19 May 2025 | 2 | 120 | 120 | 2.77% interest paid every 6 months | 25 Oct 2022 | Redemption at maturity |
| 3/2023 | 15 Aug 2023 | 15 Aug 2024 | 1 | 1,720 | 1,720 | 2.85% Zero Coupon | 25 Oct 2022 | Redemption at maturity |
| 3/2023 | 15 Aug 2023 | 15 Aug 2025 | 2 | 1,200 | 1,200 | 3.13% Zero Coupon | 25 Oct 2022 | Redemption at maturity |
| 3/2023 | 15 Aug 2023 | 15 Aug 2025 | 2 | 1,200 | 1,200 | 3.13% interest paid every 6 months | 25 Oct 2022 | Redemption at maturity |
| 4/2023 | 22 Sep 2023 | 22 Sep 2025 | 2 | 3,000 | 3,000 | 3.30% Zero Coupon | 25 Oct 2022 | Redemption at maturity |

**Offering for Sale Shares or Convertible Securities to Mutual Fund for Foreign Investors (Thai Trust Fund) and the Issuance of Non-Voting Depository Receipt (NVDR)**

From the information on ordinary shareholders who hold shares of the Company through Thai NVDR Company Limited as of August 23, 2023, there were 256,887,246 shares, or 13.15% of the paid-up ordinary shares. Also, since the ordinary shares of the Company held by Thai NVDR Company Limited have no right to vote in the meeting of shareholders (except the exercise of right to vote on the resolution to delist the shares), the voting rights of other shareholders have increased. The shareholders can check the most recent number of NVDR shares of the Company from the website of the Stock Exchange of Thailand at www.set.or.th for consideration to further exercise their voting rights.

# 1.6 Policy on Dividend Payment of the Company and the subsidiaries

## Policy on Dividend Payment of the Company

For sustainable growth, the Company has set divided policy to be not less than 35% of net income after tax of the separate financial statements. However, in case the Company still suffers accumulated loss, it will be not able to pay dividend as specified in its Articles of Association. In addition, subject to the Company's regulation on rights and duties of the debenture issuer, the Company can pay dividend in the amountof not more than 60% of the net profit of such particular year. Nevertheless, the Board of Directors may pay interim dividend to shareholders from time to time if deemed appropriate that the Company's profit is sufficient to do so, and report to the subsequent meeting of shareholders for acknowledgement.

Nevertheless, the Company has set up condition in maintaining the conditions for making dividend payment according to the Loan Agreement, that is, the Company shall not pay dividend, be it interim or annual dividend, or distribute any benefit or remuneration to any or all shareholders by any means or method unless all of the following events take place in a complete manner :

(1) the Company has not breached the Loan Agreement and

(2) the Company has presented the evidence for consideration by the creditors and is of the opinion that in the year in which any dividend and/or benefit and/or remuneration shall be paid, the Company has provided reserve in a sufficient amount to fully pay all the interest and principal due in the year in which any dividend and/or benefit and/or remuneration shall be paid.

## Dividend Payment Information

| Year | 2021 | 2022 | 2023 |
|---|---|---|---|
| Basic earnings per share (Baht/share) | 3.39 | 3.91 | 2.72 |
| Dividend per share (Baht/share) | 1.25 | 1.45 | 1.45 |
| Dividend payout ratio (Percent) | 37 | 37 | 53 |
| Book Value (Baht/share) | 18.30 | 22.37 | 23.98 |
| Par Value (Baht/share) | 1.00 | 1.00 | 1.00 |

## Policy on Dividend Payment of the subsidiaries

For the subsidiaries, there is no certain policy regarding dividend payment, it depends on the operational result of each company each year.

## Important information for shareholders

The Annual General Shareholders' Meeting of year 2024, April 23, 2024 at 2.00 p.m. at 1011, Supalai Grand Tower Building, meeting room 33rd floor, Rama 3 road, Chongnonsi, Yannawa, Bangkok 10120.

| | |
|---|---|
| Dividend Payment | : 1.45 Baht per share |
| Interim Dividend | : 0.70 Baht per share |
| The Dividend for the Second-half-year Operations | : 0.75 Baht per share |
| Dividend payout ratio | : 53% of net profit |
| Interim Dividend Payment Date | : September 6, 2023 |
| Dividend Payment Date | : 21 May 2024 |

# 2. Risk Management

## 2.1 Policy and Risk Management Plan

The Board of Directors appointed the Risk Management Committee to supervise and comply with the risk management policy throughout the organization as well as provide further observations or suggestions on risk management.

The risk management policy established by the Company is as follows;

1. Establishing the risk management process with the same standard throughout the Company.
2. Implementing integrated risk management throughout the Company with a systematic and continuous management and operation in accordance with the Company's indicators and strategic plans.
3. Promoting and developing employees and executives at all levels to have knowledge, understanding, participation, and awareness of the importance of risk management and fostering the risk management culture throughout the Company.
4. Encouraging employees at all levels to proactively manage risks and also providing a risk management plan related to material sustainability issues so that the Company can operate its business continuously (Business Continuity Plan) and sustainably.
5. Providing an internal control system that covers all major risks in various aspects as follows:
   - Strategy Risk
   - Operation Risk
   - Financial Risk
   - Compliance Risk
   - Corruption Risk
   - Market Risk
   - Cyber Risk
   - Environmental, Social, and Corporate governance (ESG) Risk
   - Emerging Risk

   To ensure that the Company has an appropriate and efficient internal control system.
6. Encouraging all employees at all levels to participate in risk management and be responsible for identifying risks that affect the Company's action plan, directions, and strategies, and assessing risks by considering the likelihood and potential impact of risks and proposing methods or seeking approaches to manage risks and complying with the plan to maintain the risk appetite. The risk management plan and the risk appetite for the risk in medium, high, or very high level shall be reported to the Risk Management Committee.

7. When employees encounter or acknowledge risks that may affect the Company, such risks must be reported to the Company's Management and the Risk Management Committee to seek the appropriate approach for risk management under such circumstances or they can report such risks via riskmgt@supalai.com.
8. Monitoring, evaluating and preparing a risk management report and presenting it to the Risk Management Committee and reporting it to the Board of Directors for approval or suggestion, as well as to reviewing, improving and reporting incidents of potential emerging risks in order to mitigate impacts on the achievement of the Company's objectives.
9. Establishing a Business Continuity Plan (BCP) and a Disaster Recovery Plan (DRP) to fully prepare for crisis in a timely manner and prevent disruption to the Company's business operations.

The Company has communicated the risk management policy to executives and employees through e-mail, intranet and the Company's website to raise awareness and mutual understanding on risk management.

## Corporate Risk Management Plan

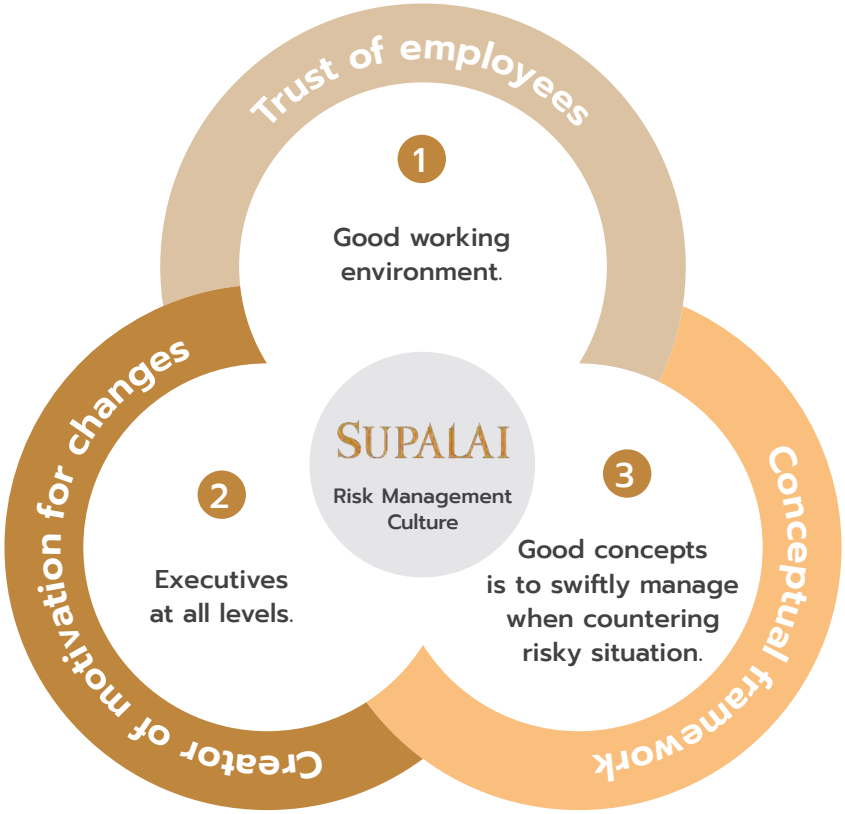
Supalai Public Company Limited conducts the review and assessment of significant risks to business operations annually through the Risk Management Committee's meeting, consisting of executives from all lines who have expertise and experiences in each profession. The Risk Map and the Risk Radar Chart are used to consider risk relationships and prioritize urgency to achieve efficiency of resource allocation. In addition, risk management measures and plans are established in line with the goals and strategic plans of the organization and proposed to the Board of Directors. Each line is assigned to manage risk to ensure that the risk level is reduced to an acceptable level to make the organization's strategic plan successful.

## Culture of Risk Management

Supalai (Public) Company Limited is committed to continuously fostering the culture of risk management for employees at all levels throughout the organization by instilling attitudes to allow them to be aware of the importance of the Company's risk management process so that they can apply the risk management process to perform operations efficiently and consistently. It starts from the level of corporate leader, the Board of Directors, and executives at all levels who act as a leader in strengthening the risk management process and become a model for employees to create shared responsibilities and apply knowledge to manage work-related risks.

Creating a risk management culture emphasizes on the Company's employees to have knowledge and understanding and be able to manage the risks involved naturally. It relies on executives at all levels to create motivation for changes and adopt a good conceptual framework that enables them to quickly identify and manage risks. The objective is to respond to the Company's goals, vision and mission.

The successful factors of creating a risk management culture consist of 3 aspects.




To be a tool that create a happy working environment together with risk management that may affect the Company in a timely manner and the Company's business sustainability, the Company focuses on promoting the risk management culture throughout the organization to ensure that the Company has stable and sustainable growth. The company has established the risk management culture based on risk management policies and guidelines, structure of risk management, risk management governance, including monitoring of risk management progress at all levels continuously. So that, the Company has established the guidelines on risk management culture which are applied to employees at all levels throughout the organization and also communicated objectives and benefits obtained from the risk management of the organization to all employees. Such guidelines consist of 6 factors as follows:

1. **Risk Management Governance:** It starts from the establishment of policies on risk management which include new potential risks occurred currently and in the future. The Risk Management Committee holds at least 4 meetings a year. The planned risk management results are monitored on a monthly basis. The Risk Management Unit will monitor and report the performance of each line responsible for risks to the Risk Management Committee through Line Group channels in order to evaluate and review the management plan to ensure that the risk is at an acceptable level quickly and promptly.

2. **Leadership:** Executives and Board of Directors shall focus on this matter by establishing policies and guidelines on risk management at all levels of meetings. The Chairman of the Board of Directors determines that every meeting should provide the following procedures;

   1) Providing an agenda item for considering risks which is one of agenda items to be discussed every time.
   2) The Chairman of the Meeting shall raise the issue of risk and inform the Meeting every time in order to create awareness and focus on risk management regularly.
   3) Risk management guidelines are closely monitored and complied with in a concrete manner. Subsequent agenda is provided for reporting the follow-up results of compliance with the resolution of risk management.
   4) The Chairman of the Meeting shall report the result of risk management practices to the Meeting.

3. **Risk Management Structure:** The risk management process is set to be the same standard which must be in accordance with international practices (COSO ERM 2017 Standard) and provide risk management operations throughout the organization.

**4. Risk Management:** The Company has applied risk management techniques in accordance with the risk management framework based on academic criteria, including psychological techniques as follows:

- The 2017 COSO ERM framework and ISO 9001:2015 are applied as a tool for risk identification, risk assessment, risk management, and reporting follow-up. Key risk indicator is also used as a risk warning to prepare and proactively seek preventive measures if there is likelihood or potential impact.

Ref. http://www.coso.org

- Executive Directors encourage employees at all levels to express their opinions by offering them opportunities to directly report information to Executive Directors via Google Site and/or comment box.

- Quality management system is inspected by employees appointed as Internal Quality Audit (IQA) at the process level where the inspection scope covers ESG risks (E = Environment, S = Social, G = Governance) as well as safety possibly causing direct or indirect impacts on stakeholders, and seeking appropriate risk management approaches.
- Campaigning to create the risk management culture of supervisors; supervisors must conduct self-declared every 2 years.
- Measuring the creation of risk management culture; subordinates must evaluate supervisors every 2 years.

**5. Risk Communication:** Continuously communicating both internal and external factors which will encourage employees to be aware of the monitoring or prepare to handle with potential risks. Issues on risk are raised for discussion at the meeting, including creation of good environment for the meeting, such as facilitating subordinates to express their opinions creatively and have equal rights to express opinions.

**6. Dissemination of Knowledge on Risk Management:** Employees at all levels obtain knowledge on risk management through various channels, such as Risk Management Handbook, Training for New Employees, E-Learning, publicity materials relating knowledge on risks via e-mail, and Line Group, etc., in order to raise awareness about risk management for employees in a wide range. In addition, the Company also supports the culture of risk management throughout the organization through various projects, such as the appointment of risk management team (Risk Champion), etc.

## Agile Transformation and Development of Risk Management Process

The Company applied the Agile working concept of to the organization, which promotes the new format of the development of risk management process, for example,

- **360° Risk Management** from the Agile working concept emphasizes on communication and cooperation from various departments. As a result, personnel with different expertise share their perspectives on risks, so the risk management is more comprehensive and complete.
- **Risk Management throughout Work Process:** Gradual work delivery and rapid feedback throughout the work process causes the risk review continuously in line with the current environment that is changing rapidly in terms of technology, regulations, and consumer behavior.
- **Risk Management in-Process:** Rapid and continuous development and improvement of work based on suggestions of stakeholders causes the risk management automatically throughout the work process, reduces the use of complicated risk management techniques and tools, and encourages employees to have perspectives on the risk management from the actual operations.

# 2.2 Risk Factors to the Company's Business Operation

The Company is growing continuously. In 2023, the Company had expanded real estate development projects across the country in more than 28 provinces. It was therefore likely to be exposed to threats or various risk factors according to the geography of each area, including (1) economic, political, social, cultural, environmental, and legal aspects; and (2) disasters, such as natural disasters, fires, accidents, political unrest, threats from information technology and social networks, and other unpredictable dangers. This can become a problem and escalate into a crisis affecting the continuity and sustainability of the Company's business operations.

The Company reviews and analyzes risks comprehensively in accordance with the annual strategic plan and distributes the business plan along with the risk management plan (according to COSO ERM 2017) to support the future growth of the industry and practice to cope with various potential threats, causing disruption of business operations according to Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP), such as disruption of information technology systems, accident response at the project site, fire, flood, etc. The Company appoints a working group with experience and expertise for each area to accelerate the response and appropriately cope with threats or risk factors that vary according to geography to ensure that there will be the least impact on the Company's operations.

In addition, the Company also established a working group and a plan to handle with crisis possibly arising from disseminating news through social networks, which affects the Company's reputation and image. A step-by-step communication plan is provided to respond to the crisis quickly and effectively.

The Company integrates risk management and crisis into the organization's risk culture, which is included in the normal operations of all departments and employees at all levels to enable participation and to ensure that plans and processes are practical and effective. It consists of 3 main steps as follows: pre-crisis risk management, crisis management, and post-crisis rehabilitation. It focuses on assessing, analyzing and managing risk factors in order to control and limit negative impacts as much as possible before a crisis occurs.

## Strategic Risk

### 1. Changes that may affect the Company in the next 3 - 5 years (Emerging risks)

#### 1.1 Demographic changes (aging society) possibly affecting changes in consumer behavior and demand

Thailand entered the aging society and the birth rate of the population decreased, resulting in changes in consumer behavior and a significant impact on the business. Consumers increasingly focused on well-being and health care. Both cases of having to take care of the elderly in the family and preparing themselves for life after retirement become one of the factors that consumers use in considering buying a residence today.

The real estate development business is one of the businesses, especially housing development projects, which are the 4 essential aspects for livelihood. However, if the Company fails to adapt to the changing demographic context of the country and the increase in the number of elderly people, it may be at risk from changes in consumer behavior. The Company, therefore, is aware of and pays attention to such changes. Therefore, there is a house design to accommodate the lifestyle of residents covering all genders and all ages (Universal Design). Single detached houses, twin houses, townhomes, and condominiums support all forms of usage and lifestyles of residents in each group. Respectively, accommodating the elderly society, such as the single house "Suparittha" that used sliding doors in the bedroom on the ground floor, designed the downstairs bathroom to be broader and without steps, convenient for the elderly.

Therefore, the Company has designed and constructed projects that care about the quality of life for residents and neighboring communities; and quality products at affordable prices. Including continuously developing various contact channels and providing services, such as booking online, and development of the Supalai Sabai application to create a new experience in living for the residents and meet the middle-class populations' needs, In addition, the Company prioritizes to the customers' needs, including developing its products constantly to ensure that the products will be able to respond to consumer behavior changes, both in the short and long term. The Company has market research and technology studies to apply to design and construction. As a result, the Company's products are consistent with customer needs at an affordable price.

### 1.2 The climate change that may affect construction projects

According to the European Union's Copernicus climate change monitoring agency, the Copernicus Climate Change Service (C3S) reported the global temperature in 2023 hit the highest record. The temperature increases significantly, compared with the average temperature recorded in 1940. This reflected the higher severity of global climate change and the entry into the era of "Global Boiling".

Since 2017, climate risk has been categorized as a significant international risk. It is a critical risk for the country that the business and the public sector pay more attention. The impact of climate change is becoming even more evident, such as flooding due to more rainstorms, rising sea levels from melting polar ice caps, heat waves, etc. This climate risk causes many countries to focus on climate change management. The goal is to control global warming that causes climate problems.

The real estate business is one of the businesses affected by climate change with increasing frequency and severity, such as designing housing and adapting new buildings to accommodate extreme climate, floods, earthquakes, and increasing rainstorms. It results in a delay in construction, disruption of the Company's key business activities, rising costs, and untimely delivery of products to customers, which may affect the reputation and image of the organization. Therefore, the Company establishes management measures to reduce the impact of climate issues along with risk and opportunity management, such as:

- Setting the goal to reduce carbon footprint by 25% within 3 years and defining it as the organizational strategies and Objective Key Results (OKRs) of all departments to reduce the amount of greenhouse gases emitted into the environment

- Designing products and construction processes of projects to accommodate the extreme climate, such as green design, the use of lightweight bricks and tinted to ensure cooler interiors, or landfilling to an appropriate height to reduce the impact of flooding without affecting nearby communities
- Establishing a business continuity plan to prepare for various natural disasters that may cause business disruption
- Choosing construction materials that meet environmental standards and are environmentally friendly
- Organizing innovation contests within the organization and encouraging Agile working to increase the approach of "Mitigation of future impacts from climate change"
- Implementing "Supalai Srangdee" Project to create and improve environmental changes
- Applying technologies to production processes and creating products that reduce greenhouse gas emissions.
- Green Housing Innovation Project
- EV Charger Project
- Participating in the "Care the Bear" Project, which is an activity for all departments in the Company to help reduce carbon footprint emissions, such as reducing the consumption of electricity, paper and plastic in meetings, etc.
- Hero Zero by Double A x Supalai Project to recycle used paper, with 12,000 kilograms of used paper recycled up to 1,710 kilograms of carbon dioxide per year.
- Solar Roof Project for Sales Offices, Construction Offices and Model Houses
- Care the wild reforestation activity with the Stock Exchange of Thailand, Royal Forest Department, and communities which is implemented for 2 consecutive years.
- Supalai Hai Yeum Project for making shopping bags from waste vinyl signs for personnel in Supalai Grand Tower, both employees of the Company and tenants, to use them instead of plastic bags.

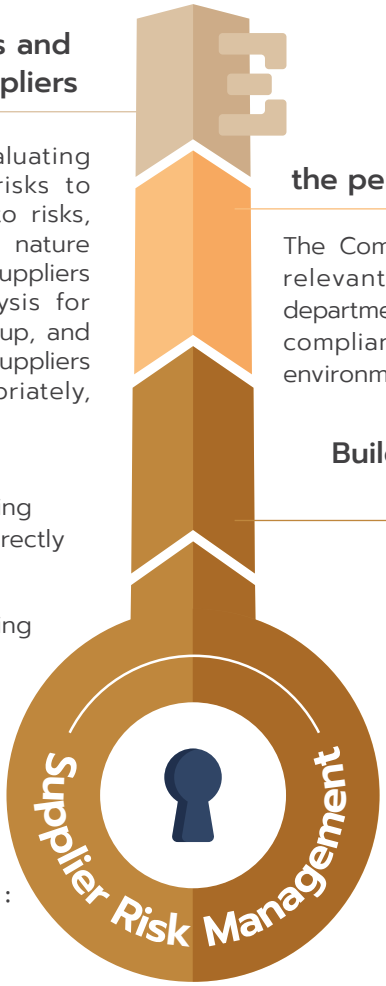
### 1.3 Supply chain disruption possibly significantly affecting businesses

The risk of supply chain disruption is likely to increase, especially for businesses that rely on global supply chains. In the current situation, there are important risk factors as follows:

- Geopolitical tensions or international conflicts (e.g. Russia-Ukraine war, Israeli-Hamas war, or other potential wars in countries of trading partners where it is difficult to predict the likelihood and impact)
- Polarization of superpower countries
- Increasing trade war, trade protection, sanction
- Natural disasters from climate change, "global warming" and El Niño that could cut off the world's major shipping routes
- Emerging diseases

This may affect the Company's operations in terms of supply chain disruptions for construction materials and loss of customers and competitiveness as the Company has developed more than 28 real estate projects nationwide and planned to expand the market to other provinces. The Company has implemented risk management to reduce the impact of supply chain disruption along with opportunities, such as:

1. Monitoring news on key raw materials and the world's major situations or situations that may cause disruption of raw materials in order to acknowledge price trends, stock management, product usage trends, or future trends on changes in materials and equipment used in construction in the in a timely manner
2. A plan to recruit new (existing) business partners to replace in the event of a disruption to an existing store
3. Establishing product price control standards by inspecting the prices of foreign products to be used as information supporting decisions in purchasing and entering into a contract for fixing prices on important and rare products to control costs/expenses not to be so high to avoid affecting the business
4. Supplier risks management, creating relationships with key suppliers as well as entering into long-term contracts to ensure that the Company does not encounter a shortage of raw materials in its operations




### 1 Assessing risks and classifying suppliers

Establishing criteria for evaluating critical suppliers and ESG risks to classify suppliers according to risks, taking into consideration the nature of products and services to suppliers and procurement cost analysis for each product and service group, and defining criteria for classifying suppliers to manage suppliers appropriately, such as:

1) **Tier 1 Suppliers :** Suppliers producing/providing services to the Company directly
2) **Non-Tier 1 Suppliers :** Suppliers producing/providing services to Tier 1 Suppliers
3) **Critical Tier 1 Suppliers :** Key suppliers who are manufacturers or provide direct services to the organization
4) **Critical Non-Tier 1 Suppliers :** Suppliers

### 2 Evaluating the performance of suppliers

The Company will conduct an onsite audit with relevant departments, such as engineering department, quality department, safety department, compliance department, which covers social, environmental and governance issues.

### 3 Building relationships and developing suppliers

After the audit process, if any supplier is found to be at high risk, the Company will conduct a proactive audit of suppliers to find the real risks and prepare a corrective action plan to monitor the correction of deficiencies of suppliers, as well as provide training, knowledge, and advice so that suppliers can understand and be able to implement to further reduce risks in business operations.

## 2. Changes in the industry in which the business operates

Although housing is an underlying factor whose main functional characteristics have not changed from the past, the technology leap results in a rapid change in consumer behavior. Consumers' concepts and values about housing also shift according to social structure and economic conditions, paying more attention to environmental problems and other factors. As a result, entrepreneurs in the real estate industry need to adapt to future megatrends that may continuously affect the industry, such as entering an aging society, urban expansion, smart technologies and electric vehicles, family downsizing and individual housing purchases, and climate change.

The Company has studied technological advancement and consumer behavior, both short and long-term changes, to formulate strategies and directions for continuous development. The study includes research, exchange of information between departments, innovation of employees, modification of product design. To reduce the risk from the growth rate of domestic business not in line with the Company's growth target, the Company diversifies its risks by investing in many countries with potential for housing growth in the form of a Joint Venture.

In addition, it also expands its business to other related businesses such as office buildings for rent, hotels, etc., thus ensuring that the Company is prepared to manage changes in the industry both short and long term.

## 3. Changes in customer/consumer behavior or needs

Nowadays, businesses are increasingly adopting innovation in their businesses. As a result, there is a leap forward in usual smart devices, resulting in faster changes in consumer behavior in many aspects, such as increasing introduction of innovation in daily life, working from a residence instead of an office; communicating online instead of meeting face-to-face; conducting various transactions, including financial transactions and buying products through applications instead of going to banks or department stores; etc.

In addition, entering an aged society in 2022 also supports the change in consumer behavior. This is because the elderly are likely to prefer staying at home rather than traveling to do outdoor activities. Consumer needs and conditions for buying accommodation tend to focus on space within the housing, benefit from the use of common areas, safety, and a natural environment that is more suitable for living in the housing, the project, and surrounding areas.

Real estate development is one of the businesses affected by changes in customer/consumer behavior or needs toward housing choices. As a result, entrepreneurs must constantly review their marketing plans and product development to respond to the changing needs of customers/consumers.

The Company has closely followed up on changes in customer/consumer behavior through research and exploration to use in product design in line with new lifestyles. For examples:

- Adding workspace in the housing
- Building layout emphasizing the principle of ventilation and the use of natural light
- Using Face Scan to enter and exit the door to reduce contact
- Adding a Delivery Drop Off point that is separated from the residential area

In addition, the Company also applies the concept of Home Automation to the new product design to support future living innovations. To focus on the customers' benefits of living in the residences and facilitate the use of various technologies in the future, the Company has adjusted its online marketing strategy and brand image to meet the customers' needs.

## 4. Changes in government policy and the enforcement of new laws or regulations.

The Company's business operations involve many laws, including local law. Each one has different requirements, and it can change at all times. The Company, therefore, must use prudence in developing projects in full compliance with the law. Non-compliance may cause the risk of disputes with government agencies, such as being restricted in the use of space for the construction of certain types of buildings, height limitation zone, building recedes, building opening, and the expropriation of land for public utility construction. Also, problems arise from amendments to laws, announcements, and various government requirements that are in effect during the Company's acquisition of the land and preparation to apply for permission from the relevant agencies.

However, the Company has an approach to reduce such risks. Before starting to develop real estate projects, legal restrictions will be examined. Using the Agile working principle, the Company will set up a working group of representatives of relevant agencies to brainstorm various ideas before the project development begins, including monitoring various operations to always keep up with changes in the law and to prepare a database of laws, rules, and regulations to ensure that the Company's operations comply with new laws and regulations in every process.

In addition, the Company also pays attention to public relations on substantial changes, including legal issues, and notifies employees continually through various channels such as email, Line Group, Intranet, and notice board.

Moreover, there is the Personal Data Protection Act, or PDPA, which aims to supervise businesses to use personal information of customers and stakeholders, such as name-surname, address, e-mail address, etc., accurately and according to their objectives. Failure to take action as specified will result in the Company receiving the penalty as specified. The Company is highly aware of the importance of personal information security. Therefore, a working team from relevant departments, including the legal department and the digital technology department, has been set up to jointly set guidelines for controlling personal data.

In addition, the Company also encourages all employees to attend training and take a knowledge test under the Personal Data Protection Act (PDPA) to ensure that all employees understand this Act at an appropriate level and can comply with this Act. In addition, regarding departments involved in personal data, the Company has identified this risk in the risk assessment of each department along with establishing risk management guidelines to reduce risks that may occur in the future.

## 5. Changes in policies or international agreements related to business operations.

International trade agreements are a tool to help revitalize Thailand's economy resulting in the development of production chains and competitive advantages.

In the real estate development business, the foreigner's ownership of land or real estate is sensitive and affects national security. Entering into international agreements would be a binding obligation that is difficult to revise. Currently, Thailand has no international policies or agreements regarding real estate ownership.

Therefore, the real estate development business is less exposed to risks from changes in policies or international agreements related to business operations. Although foreign ownership of real estate can stimulate domestic real estate purchases, as a sensitive business that affects the country's security, foreigners can possess real estate only for a short term. The government, therefore, often uses it as a tool to stimulate the economy through issuing domestic legislation.

In this regard, the Company has always focused on monitoring changes in policies or international agreements related to business operations. Each business line will present risk issues at relevant committee meetings to assess the likelihood of impacts and appropriate risk management guidelines.

## 6. Technology Advancement

The World Economic Forum estimates that in 2027, technological advances will result in changes in many areas, particularly construction equipment. For instance, cranes or ready-mixed concrete trucks will change to use electric energy instead of gas due to advances in battery technology, and a switch to a hybrid renewable energy system to generate more electricity from the development of market-driven software solutions to reduce electricity generation from power plants, etc.

Technology advancement, therefore, is a risk that has become more apparent in the real estate development sector. It affects the population behavior change and the shift towards more clean energy in the business sector. This will affect the development and design of housing in line with the accelerated changes. If an organization cannot develop housing to keep pace with changing technologies, it may lose its competitiveness in the market because it cannot meet the needs of consumers. It also allows new entrepreneurs to enter the market easier due to the market gap of technology-loving customers. It will be the entrepreneurs' cost to adapt and change to the technology era, both in the design and development process and construction process. In addition to the technology factor, organizations must pay attention and comply with environmental measures to lead to more clean energy use.

Therefore, the Company has closely followed the changes in technology through surveys and research to bring information to use in designing products in line with the advancement of technology at the appropriate level and customer needs. It also encourages employees to create innovations through work using agile concepts and the Innovation Award contest, which is open to innovation in all aspects, including increasing work efficiency, e.g., the use of modern technology in the work process development of products or services, the research and exchange of technical information with the Company's partners.

The Company has implemented an ERP system in the customer visits, sales, construction, transfer of ownership, and after-service process. The Company has developed the Supalai Sabai application to facilitate and increase satisfaction to meet the customers' needs. The Company also introduced new technologies to the project, such as the AI Home Automation System, by accessing an application that can control Home Automation devices or various Internet of Things (IoT) devices in a more diverse way.

## 7. Business changes of suppliers or operators in the supply chain

The central change trend of the real estate development industry is moving towards a low-carbon society. This issue is considered vital on both the global and national environmental sustainability stage due to the impact of climate change. The change is driven by future law enforcement, corporate governance of government agencies, and demand from society and consumers. This pressure will lead to enhanced cooperation between business sectors in the supply chain to create mutual change. The same applies to the industries in the supply chain, such as construction materials, furniture, or construction. Although there will be pressure according to the future trend, the fundamentals still need time to change gradually.

Risks from business changes of trading partners or entrepreneurs in the supply chain of the real estate development industry could happen all the time according to the changing direction of uncontrollable domestic and external factors. This change may affect the supply chain, which could not change as quickly as the organization's expectation as external expectations rise.

However, the Company has cooperated with contractors to develop innovations and work processes conforming to all stakeholders' expectations. To elevate business operations to be constantly appropriate with economic, social, and environmental changes by bringing the Company's strengths combined with each partner's to create a competitive advantage.

## 8. Reliance on major shareholders or affiliates of major shareholders or executives

In business, if the organization relies on major shareholders or affiliates of major shareholders or executives, both in terms of funding sources, sources of raw materials, or various operational processes, the organization will be affected in the event of a change in the shareholding percentage.

In 2023, Tangmatitham Group who is an important executives of the Company, is a major shareholder of the Company.

However, the Company does not depend on major shareholders or affiliates of major shareholders in any way. In addition, the Company has a clear organizational structure to delegate authority to other senior executives who have knowledge and ability to manage the Company's essential processes, such as the construction, marketing and sales, accounting and finance, etc. In addition, the Company has management through various committees such as the Management Committee, Audit Committee, and Risk Management Committee to achieve a balanced distribution of power. The Company has the Policy on Conflicts of Interest which covers the prevention of involvement in businesses that compete with the Company, including the requirement not to misuse job positions; and the requirement that any related party transactions must be presented to the Board of Directors for consideration.

## 9. Dependency on large or few customers

Currently, the economy is highly fluctuating from the war. Relying on large or few customers puts an organization at risk if the key customers experience problems in their business operations. The higher the dependence rate, the higher the impact on the performance of the organization.

The Company operates a real estate development business with a direct distribution channel to customers (Business to Customer: B2C), so there is no risk of relying on large or few customers.

## 10. Reliance on large or few suppliers or dealers

Due to the volatile economy from the war, relying on large or few suppliers will put the organization at risk if the key suppliers face difficulties in business operations. Respectively, if they cannot deliver goods or services, it will cause an interruption of the supply chain. The organization will then lose business bargaining power, especially in terms of price, which affects production costs and competitiveness.

Therefore, the Company has a procurement and recruitment policy through transparent processes. The processes open for new partners to enter into the selection procedure. In addition, in procurement, prices will be compared from at least three suppliers to control products and services quality standards at a reasonable price level. In addition, the Company has prepared risk assessment questionnaires for supply chain management and ESG questionnaires for suppliers that are significant to the Company. The questionnaires aim to assess the impact of the raw material procurement process, and to reduce supply chain disruptions for sustainable business operations. Since most of the construction materials are products that can easily be substituted in the market, the Company has a low risk of relying on large or few suppliers or dealers.

### 11. Image and Reputation Damage

Nowadays, the use of online social media has become part of the daily life of people of all genders and ages. In addition to being used as a communication channel within a social network, social media has been upgraded to become the main channel for information because it is easily accessible, fast, free, and can comment and interact with each other.

However, the key feature of social media is that users can be news receivers and reporters. This makes it difficult to control news on social media. The information spreads quickly and widely, including negative information, which causes tremendous damage to the person or organization. If the negative information goes viral, the impact on image and reputation will be priceless. In addition, negative news spread on social media will persist and be discoverable for a long time (Digital Footprint), which will affect the image and reputation of the organization in the long run and be hard to fix.

Therefore, to prevent and reduce the impact of image and reputation damage, the Company established the Supalai Contact Center (1720) to receive Customers' suggestions and feedback. Once the Company receives a complaint, it will go through an improvement process to solve problems for the reporters. According to the requirements of the ISO 9001:2015 standard, there is a revision of business value chain stakeholders' needs and expectations. The standard defines business practices to meet the needs and expectations of all groups of stakeholders. This will reduce the chance of conflict between the Company and stakeholders, which might lead to complaints or negative news.

The Company also uses the Agile working principle to establish a team with employees from various fields to develop a work process to prevent the occurrence of complaints from stakeholders and a complaint response process to solve problems within a reasonable time. Including having a working group and a crisis response plan in case of negative news spreads on social media to determine appropriate solutions and respond in time.

In addition, the Company has gathered information from the stakeholders' expectations and concerns analysis through an open forum. The Risk Management Committee will use various issues to formulate appropriate risk management policies and guidelines.

## Operational Risk

### 12. Loss of Personnel in Key Positions

The real estate development business is one of the businesses exposed to the risk of losing personnel in key positions. This business has to rely on specialists or specialized professions such as engineers, architects, and interior decorators, which have a limited input rate into the labor market each year. Entrepreneurs need to compete for potential personnel as expected by the organization. If the organization cannot retain high-potential personnel in key positions, especially expertise or professionals, the loss will affect the business performance, competitiveness, and recruiting replacement and training cost.

To reduce the risk of losing personnel in key positions, the Company has set policies and applied various human resource management tools. to continuously improve the quality of life and employee engagement such as:

- Succession Plan Management System
- Exploring and adjusting wage rates to be consistently competitive in the market.
- Conducting an annual employee engagement survey and collecting suggestions from personnel to develop the organization in all dimensions.
- Using software in operations to create work-life balance.
- Modifying work process to be flexible.
- Applying the principles of Diversity, Equity and Inclusion : DE&I to the management.

In addition, the Company has knowledge management through various channels and methods, such as a mentoring system for new employees, a knowledge storing and disseminating online systems in the form of documents, videos, and other knowledge media. By establishing operational standards in the ISO system, the Company ensures that both new and existing personnel can work in place of each other in case of loss of personnel in key positions.

## 13. Potential Labor Shortage

As Thailand has stepped into an aged-society and is likely to become a super-aged society, the labor market will have a proportion of the working age steadily decreasing. It also puts more strain on the working age as the burden of caring for the elderly in the family continues to increase.

Focusing on flexibility and the tendency to enter the labor market, the new generations prefer to work as temporary, freelancers, startups, or remote workers through various digital platforms rather than working on a regular contract. It is, therefore, a challenge for various business organizations to recruit potential workers under the constraints of the ever-decreasing proportion of the working age. The challenge extends since the new generation still pays attention to leapfrog career growth to earn enough income to take care of the elderly in the family, including the tendency of the new generation to focus less on working full-time with business organizations.

The potential labor shortage is a major risk for business organizations, especially in industries that rely mainly on human labor and work locally, such as real estate development. It tends to be more difficult to find labor from the declining proportion of the working age and the unmatched job characteristics from the labor market trends among the new generation. If a business organization is unable to recruit or retain potential workers with organization, it will affect the development of the organization both in terms of current competitiveness and innovation development to enhance competitiveness in the future.

Therefore, the Company has given importance to supporting workers of all ages to reduce the risk of a shortage of potential workers, for example:

- Emphasis on employee engagement by conducting an Engagement Survey throughout the organization and bringing the results to improve to retain employees, which are considered valuable resources to stay with the organization.
- Succession plan for key positions with a clear career path opening a variety of opportunities to grow across departments within the organization.

- Training to develop knowledge and skills, including the creation of corporate culture to move towards the digital age and focus on promoting employees to understand various technologies required to work and continuously develop information technology to support modern working styles.
- Implement agile working principles in the organization, encourage employees to form teams with employees from different departments or professions to create innovation and to bring out the potential of all employees to contribute to the improvement and development of the organization in various areas, increasing flexibility. The flexibility in operating shall be according to the Agile Way principles set by the Company.
- Set up a contract renewal policy for healthy retired workers with potential.

## 14. Shortage of Raw Materials or Production Factors

Nowadays, the shortage of raw materials or production factors is a risk in every industry that needs to be addressed since the cause of the risk is an international factor that is difficult to control. This has a wide-ranging impact and continues as a chain to other related industries. This risk factor will likely continue for the next 1-2 years, which will result in higher production and service costs. And there may be interruptions or delays in the production process, service provision, and delivery of products to customers or delivering products that are not of the required quality due to a shortage of raw materials or production factors that may affect the reputation and image of the organization

Since construction materials are the main raw materials for project development, the Company is aware of the risk from material price increases and the shortage of construction materials. Therefore, it is crucial to focus on risk management related to the procurement of raw materials and construction materials very carefully to reduce the impact of such fluctuations, for example:

- Choose materials and equipment from experienced manufacturers or dealers who have the potential to deliver quality products according to the amount specified by the Company without concentrating on only one manufacturer or dealer. Negotiate the price of construction materials with manufacturers or suppliers in advance to reduce the risk of construction material price increases.
- Establish a unit to monitor the changes in the construction materials prices in important categories so that the Company can produce measures to accommodate the rapidly changing prices of construction materials.
- Constantly plan materials and equipment usage with partners and contractors to provide sufficient resources for the construction as planned. In addition, procure raw materials for production from multiple channels to control material standards. This makes it convenient and flexible for contractors.
- Procure materials or substitute goods during shortages to mitigate the impact

- Create a backup plan to reduce the impact of various risks that may occur, such as the registration of manufacturers and shops from many areas and sourcing distributors close to the project to reduce cycle times and shipping costs. Conduct a full supplier assessment based on factors such as political risk, geographic risk, economic risks, etc.
- Encourage partners to rehearse according to the practice and implement the plan to return to normal. One measure to help a successful recovery plan is to store business data in several different systems to make it easy to use.
- Review the potential and management of the significant partners' supply chain, such as having a supply chain management assessment.

In addition, the Company regularly monitors the supply chain's risk factors which is the key to following the construction plan and creating a culture of risk management throughout the supply chain.

## 15. Operation System errors or failures or lack of standard and good control

In the current business operation that is intensively competitive, the working process of various organizations necessarily relies on information technology and data transmission to increase the efficiency and effectiveness of its operation and to maintain the level of competitiveness in the industry. However, information technology and data transmission in the current working process are highly complex and require a comparatively large number of resources. Many organizations opt to outsource the information technology and transmission services from external service providers i.e. Cloud Computing, and wireless data transfer (wifi).

However, working systems based on information technology still rely on manpower to design, operate, and supervise. Therefore, there is a chance of working system errors or failure if it lacks standard and good controls. Moreover, by depending on external service providers, even if it substantially reduces the burden of the use of organization’s resources, in return, it opens the possibility of unforeseeable circumstances which may cause business disruption beyond the control of the Company.

Business Organizations are aware of the risk of system error or failure or lack of standard and good controls. No matter how rigorously the work system is designed, the human errors are factors which are unpredictable, and they are difficult to handle. Depending on the external service providers in the important part of the working system may cause difficulty in crisis management as it is beyond the control of the Company. This may affect the image and creditability of the products and service of the organization. The impact can be extremely large even if it is only a few hours of business disruption.

The Company is aware of such risk factors. Therefore, the policy on information technology and standardized implementation on ISO 27001 are used as a guideline for the employees to ensure that the use of information technology systems is safe and reduce the risk of system interruption or failure from the errors from the operational employees. The working systems are frequently reviewed and developed to ensure that the working system is still suitable for technology and the working process.

In addition, the Company has been certified with ISO 9001:2015, which is an important risk management tool that makes the Company implements an international working standard that is continuously and sustainably developed. All employees work systematically according to the standards which the Company has set in the procedures, work instructions, regulations, and relevant documents. The procedures and working process are periodic to ensure that the management system remains appropriate and adequate so that it will be most effective when being implemented and reduces the risk of lack of standard and good controls.

An assessment of the internal control system is also provided according to the COSO-ERM approach and the internal control review by applying the principle of "Risk" in such audit ("Risk-Based Audit"). The control system provided by the Company covers preventive control, detective control, and corrective control.

Moreover, the Company has a Business Continuity Plan and Disaster Recovery Plan which specify the measures to restore working systems in an emergency event that affects the information technology infrastructures, including the monitoring and evaluating the Business Continuity Plan and Disaster Recovery Plan of the business counterparts, service providers of the working systems, in order to assess the risk factors and jointly develop the appropriate response plan in case of the emergency events.

## 16. Employees' errors in the working operation

Although the current business relies on technology and machine and intelligence tools to increase the efficiency and effectiveness of the working system, in the real estate business, the core working operation still depends mostly on the labor force and skill of the personnel such as the part of constructors, site supervision engineers, architects, residential interior designers.

In an industry that relies mainly on human labor, errors from the employees are a substantial risk factor as the occurrence of human errors can be easy if there is no proper control and inspection. The errors may affect the quality of the products and services of the organization. If such products and services have been delivered to the customers, it will continue to affect the image and creditability of the brand and the organization.

The Company has the policy to supervise the work processes and operations to ensure that they are in accordance with the specified standard through the internal audit process. The internal audit department directly reports to the Audit Committee. In addition, the Company has been certified with the international standard ISO 9001:2015 which has set the operational standard focusing on all working processes so that it will be systematically and can be tracked back for inspection. The Company has Internal Quality Audit - IQA according to ISO 9001:2015 standard that inspects and assesses the effectiveness of the Company's ISO system which strengthens the risk management culture. This will reduce the risk of operational errors among the operational staff which may affect the whole work process and the products and services. Also, it helps promote that knowledge sharing among employees. There are also regular reviews and improvements of the procedures and work instructions to be suitable for the risks and context in each situation in order to ensure that the employees' operation work controls are at the appropriate level at all times.

## 17. The occurrence of outdated products

The lifestyle of the customers currently adheres to data transmission technology and intelligent gadgets. The leap development of technology and innovation leads to the relevant products can rapidly become outdated, not only the life cycle of the technology products but also basic everyday used products as well, due to the change of customer behavior resulting from the leap development of the technology.

Residential products are less likely to become outdated because they are products which fundamentally necessary to living and are permanent and durable and can be decorated and expanded at any time. However, if the design of the residence cannot support the change in technology and mainstream customer behavior at any moment, the products will be more difficult to sell. Real estate is a high-investment product and there is a cost for maintaining products in the stock. If there is a large number of inventory stocks, it may affect the liquidity and working capital of the business.

The Company considered the product distribution target as part of the evaluation of the executive committee together with the market research which covers the needs and behavior of the customers, as well as the trend of technology that may affect the market. The information received from the research is used for developing the products by the creative and product development team. The team comprises the Company's employees who gather creativity from the staff in various fields such as engineer, architect, interior designer, marketer, in order to continuously develop the products and services to be modern, and appropriate, and support the technological advancement and changes of customers behavior. This is to ensure that the products launched to the market are a good response to the need and changes in the long run.

## 18. Data or computer system security and cyber attacks

The rapid development of data transmission technology and wireless communication tools such as, laptop computers, and smartphones, caused an unavoidable dependency on technology and online transactions. Such changes result in the significant growth of the use of online transactions which not only creates many business opportunities, but the great value of the online transaction worldwide also attracts criminals causing the rapid increase of cyber threats.

Even though the Company has not had many important online transactions with the customers or stakeholders, the leaking of the data or cyber attack causing damages to various systems or databases still adversely affects the owners of the data and may temporarily suspend the business operation.

As a result, the Company has adopted cloud computing technology in the database management of a substantial work system. The service providers are selected from those who have security technology and a world-class reputation. Procedures and processes are being determined to mitigate the risk of cyber-attack which may be caused by internal personnel error and potential leak of information such as

- Prepare the policy on the usage of information technology to comply with the security standard such as the determination of authorization of data accessing of employees in each field, accordingly to their duties and responsibilities

- Assess the risk of cyber threats and determine the guidelines on the ongoing management
- Use of Cloud Computing technology so that the Company can immediately restore the information in an unexpected incident to ensure that the business operation of the Company will not be disrupted by the cyber-attacks
- Use of firewall and VPN to make it harder to be attacked by malicious outsiders and reduce chances of information leakage
- Testing and managing IT vulnerabilities to analyze, monitor and alert abnormal events in order to determine initial solutions in a timely manner
- Providing self-assessments for external contractors relating to IT and cyber security risks to ensure safe outsourcing without cyber threats and adequate IT risk management
- Encourage employees at all levels to be aware of cyber threats and possibilities of information leakage from any event and working context
- Cyber Security Awareness Test for employees

## 19. Damages from business counterparts or contractual parties do not comply with the agreement

According to the extreme weather issues and geopolitical uncertainty in global disputed countries, these caused a shortage of materials for manufacturing goods and services in various sectors, such incidents not only directly affect the manufacturer but also continually affect the supply chain in many industries, because the manufacturers are unable to comply with the trade agreement.

The damage from the default of the agreement by business counterparts or contractual parties is a risk at the supply chain level that many businesses must urgently manage at the present, especially businesses that depend largely on the outsourcing of manufacturers or services. This includes the real estate business which relies on large and small contractors and suppliers who are manufacturers or importers of construction materials may encounter suspension or delay in the construction process and resulting in the delay in launching of projects or delivery of products which may affect the income and liquidity of the business, as well as being claimed from the customers who do not receive the products as scheduled.

Therefore, the Company has managed the risk in the supply chain to mitigate the risks or unforeseeable events which may affect the undertaking under the agreement in the future. The Company opens for opinion and suggestions from business partners and contractors through various channels and uses such information to jointly develop the work process that can reduce the risk of damages from non-compliance with the business counterparts and contractors. In addition, the Company has also taken actions to reduce the various risks by managing supply chain risk as follows:

1. Implementing preventive measures to reduce risks in the supply chain, namely:

   1.1) Select experienced and qualified contractors and material manufacturers: to ensure that the procurement does not concentrate on one specified provider. In addition, most of the contractors have longed to be partners with the Company for more than 5 years. Therefore, they are experts on the construction process and working system of the Company, which results in quality construction and timely delivery. The Company also evaluates the contractors and business counterparts and the result has been communicated to be information for improving and developing future work, ensuring the products and services have the qualities as the specified standard. For condominium projects, experienced and highly profiled contractors are selected. The hire of work is divided by the provider's expertise. No single contractor will be hired for all the construction work in the project.

   1.2) Construction development: by building alliances with designers, contractors, and manufacturers to jointly develop the construction and construction materials to have the specified quality in a timely manner by selecting the appropriate technology as being studied, tested, and inspected before being used and during it is used in the project. The contractors and manufacturers are carefully inspected and selected only the experts. The studies of the method of construction and preparation of the construction by using prefabrication in certain types of construction in order to reduce the risk of lack of skilled labor and labor in the construction industry.

   The Company also has experts and project management teams who supervise the construction to achieve the standard. The training plan is set for the operation staff, supervisors, contractors, and material manufacturer in developing the construction process and quality of the material, including the creation of the common understanding in the inspection of the work quality to be as specified standard and reduce the risk of the delay in delivering of products.

   1.3) Review the price of the construction contract to be in accordance with the current market: to ensure that the contractor can undertake the work without any interruption and that general meetings are being held among the Company, contractor, and manufacturer to brainstorm, open for opinions, and acknowledge the problems and guideline for solving and preventing of problems concretely occurred from the construction.

2. Jointly determine the plans with the business counterparts and contractor to ensure that the procurement of the materials for the construction work can be obtained as scheduled such as the procurement of the material for manufacture, distribution of multiple suppliers, sourcing the distributors near the project to reduce the time and cost of the transportation. The reserve plan is also set for labor and manpower issues. In addition, the Company cooperates with the manufacturer to designate the stores for the contractor to order the material to control the standard of material in a way that is convenient and flexible for the contractor.

## 20. Delay of future projects

Due to the shortage of the labor and raw material used for the manufacturing of products and services in various sectors, it affects the businesses who are unable to deliver products and service to the business counterparts as obligated in the contract. In addition, there are factors that hinder the development of real estate projects due to the complexity of the relevant law or disputes with the neighboring community.

The delay of future projects is the top priority risk of the real estate business at present because the nature of the business relies on the contractor and suppliers who produce or import the raw material which is used in the production. The contractor and supplier are in the higher bargaining power in the situation where the shortage of the construction material and labor, as well as the tendency on the amendment of the law due to the pressures from social and environmental issues. In addition, there are more opportunities for the occurrence of disputes with neighboring community from the easy and rapid access to the information via internet. The delay of the project will affect the income and revenue of the business, including being claimed from the customers who do not receive the products as scheduled. This also affects the image of the brand and creditability of the business in the future.

Therefore, the Company has proceeded with the construction by determining the clear targets and timelines. Meetings are arranged with the relevant departments for planning and continuously monitoring the ongoing process, from the land purchase, design, project launch, construction, procurement of raw materials, sales, and after sales, by the project meeting, development team meeting, and forming agile team. Various technologies have also been applied to increase the flexibility and reduce the error of information, such as comprehensive ERP system is being adopted. The regular communication among the relevant departments to inform of important progress for the use in project management. Therefore, when a risk that may affect the operation plan is found, it will be able to find the appropriate risk management methods in the timely manner so that it will reduce the chance of project delays in the future.

## 21. The business operations that have yet to have the commercial income

Currently, where the economy and market are volatile, and the rapid changes in technology and customer behavior, the business operations reduce the operation risk by investing in other businesses that are different from their core business or creating new products or services for the market. However, operating a business or launching new products and services also creates another risk from the use of resources of the core business such as cash, personnel, land, and tools, in the new business which has not yet had the commercial income. In case of failure in such businesses and services, it will have a significant impact on the core business if there is no sufficient and rigorous risk management.

The Company and its subsidiaries do not have a plan to invest in business or products or services that require resources or funds, therefore, no commercial income occurred. The Company focuses its business operation only in the field that it is an expert and experienced. The Company focuses on developing and innovating products and services of the core business to respond to the needs of the market and customers and support the continuous changes in technology by expanding its investment in the provinces and abroad, in the potential location.

## 22. Lease of space/shop

In the economic volatility and slowdown from the all-around negative factors, many businesses face a severe crisis that forces them to close business. The reduction of the investment rate in the new business affects the office building for rent market. However, the office building for the rent market requires high investment. Therefore, there are not many new investors entering the market. From the development of communication technology and transportation in Bangkok and its vicinity, the rent of office buildings spread out from the central business district due to the decreasing importance of the location. The average lease term is still three years, which is suitable for investment in improving office space and no burden of registration of the lease of office space.

The Company has renovated Supalai Grand Tower, the office building for rent of the Company, to support the use of shared space for the tenants (co-working space), as well as other fundamental infrastructure to create satisfaction and good experience for both tenants and visitors. Supalai Grand Tower is located in an advantageous location that can be easily connected to the central business district and is in the master plan for the construction of the sky train (grey line). As a result, Supalai Grand Tower can still maintain the level of space occupancy at a high rate with an average rental term similar to the market.

## 23. Safety, occupational health and working environment

The safety, occupational health, and working environment are significant risks of the real estate business due to the nature of the business that relies on many workers, who are working in the construction site that is an accident-prone area. Also, the impact on the organization both the interruption of the operation and the payment of the compensation for the violation of the law, governmental regulation, disputes with neighboring societies or communities, as well as the violation of human rights. All of the above affect business goals, and most importantly, the reputation and image of the organization as well.

The Company is aware of the importance of the safety, occupational health, and the working environment of the employees. The Company has provided a full set of safety equipment for the operation workers who work on the construction site such as helmets and safety shoes, other relief supplies such as jackets, armbands, and general non-prescription medicines. The committee on safety, occupational health, and working conditions has been appointed to specify the working safety plan, report, and suggest measures or guidelines for improvement and correction as required by law. The committee also promotes and supports safety activities in the workplace, surveys the work safety practices, checks the statistics of the accidents that occurred in the workplace, and establishes a system for reporting unsafe working conditions. It is the duty of all employees, at every level, to comply with and evaluate the performance of work safety in the workplace.

The Company also arranges a working area, including the head office, sale office, and construction office on the project, taking into account the working environment such as temperature, lighting, ventilation, provision of drinking water, toilet, and various working equipment to be adequate and suitable for the work. In addition, the Human Resources Department has proactively and physically surveyed the need of the employees to improve employees' welfare to be appropriate to the current environment.

The Company is also concerned about work safety by providing measures for preventing accidents and raising awareness of the employees on the safety issue via the train, and virtual rehearsal. In addition, employees are encouraged to have good physical hygiene and mental health. There are annual health checks, promotion of nutrition knowledge via public relations materials, and organizing activities related to physical and mental health care such as therapeutic yoga, health care activities, etc.

## 24. Environmental Impact

The pressure from the global community on environmental issues has been highlighted in the past five years due to the apparent and escalating climate change. As a result, both the governmental and civil society sector have become alert, demanded, and pressured the business sector to pay attention to the environmental impact in all activities, as well as environmental sustainability issues.

Construction and real estate development are businesses that exposes environmental risks in many aspects, including the natural ecosystem, changing wind and sunlight direction, and discharging dust and greenhouse gases. There is by the relevant law and regulations issued by the governmental and independent agencies to control and determine the appropriate practices. There are also more opportunities for potential disputes with the neighboring communities. The construction may be interrupted and delayed because the permit has not been issued by the government agencies or the claim from the neighboring community that may result in the payment of compensation to those affected. This also affects the image of the sustainability of the organization.

The Company is committed to developing quality projects which cause the slightest impact to the environment. Before commencing the construction, the Company will prepare an environmental impact assessment report that may affect the neighboring communities. Public hearings will be conducted to analyze and assess the environmental impact, both positive and negative impacts, in every aspect and provide the prevention measures against the negative impacts from occurring to a minimum chance which will reduce the cost of problem-solving during the ongoing of the project. These include the monitoring of the impacts after the project has been started. The environmental impact assessment covers four perspectives:

1) Physical Environment
2) Biological Environment
3) Human Utilization Value
4) Quality of Life Value

Currently, the Company joins Care the Bear Project operated by the Stocks Exchange of Thailand to encourage the personnel in the organization to be aware of the importance of environmental management and create cooperation in developing the working operation that reduces the measurable greenhouse gas emission.

## 25. Human rights impact

Human rights are significant issues that received widespread attention nationally and internationally. With the influences of social media, human rights issues are being discussed intensely in the society at all levels. There are demands to consider relevant human rights issues, including respect individual's rights, accept of diversity, and freedom of action or expression. This leads to the proposed amendments to the relevant laws and regulations. Sanctions of individuals, entities, or organization that violates or causes of violation of human rights. The human rights issue is a sensitive issue in the society, which affects the law, reputation, image of the organization, directly or indirectly, through partners or business alliances.

Since all humans have equal dignity and rights, the Company puts importance on and has a policy on human rights. The internal process of the Company to implement such policy into practice covers equality, non-discrimination, promotion of human rights, and whistle-blowing channels for human rights violations. In addition, the Company also inquires about the needs of workers/employees of the business counterpart and jointly develops the well-being plan. Physical visit to monitor the implementation of the plan and report to the executives, as well as integrate the United Nations Guiding Principles on Business and Human Rights under the United Nations Framework Convention on Human Rights (UNGP) into the Company's business operation in all working process, including cultivating and raising awareness in respect of human rights of the Company's employees and business alliance.

## 26. Corruption

There is an inevitable risk of fraud and corruption in the business operations of the Company. The real estate business development is a large project that requires a high investment, and the work process involves many internal departments of the Company and outside organizations, whether governmental or private sectors. It is necessary that the Company has proper internal control and audit system to prevent corruption in the operation of all departments and the operation of the outside organization as well.

To reduce the risk of corruption, the company has set up an anti-corruption policy in which employees at all levels must abide by. The Audit Committee supervises compliance with anti-corruption measures, according to the principle of the adequacy of the internal control system of the Stock Exchange of Thailand. The assessment of the risk of fraud and corruption is undertaken annually, concurrently with building confidence for all employees to join the force against corruption. Media and publication of activities are promoted regularly among the employees to encourage participation in the risk management of fraud and corruption of the company. The channels for whistleblowing are arranged for employees, customers, or stakeholders to report the relevant information. The protection measures are established for whistleblowers.

In addition, the Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption: CAC from the Thai Private Sector Collective Action Against Corruption Committee by the Thai Institute of Directors (IOD) and certified as a CAC Change Agent.

## Compliance Risk

### 27. The amendment of regulation and law related to the business operation and the violation of the relevant regulations and laws

The real estate development business is a business related to many laws which can be divided into three groups: 1) General Laws that apply to all types of real estate development such as city planning law, building control law, environmental law, etc. 2) Specific Laws that apply to only specific types of the real estate such as land allocation law, condominium law, etc., and 3) Supporting Laws that applicable to organize, promote, or improve the matters relating the real estate, such as energy conservation laws, investment protection law, etc.

In addition to several laws related to the real estate, they also vary in each area. Also, the laws can be revised and modified according to the context of the environmental changes such as economic conditions, economic and social development plan, and environment policy.

Changes in governmental policies and the enforcement of new laws and regulations are risks to the business in developing the real estate business. Especially, the companies which have various types of real estate development plans, including low-rise projects, office buildings, and hotels, and continuously expanding the business to the major city in each region. As a result, the Company has to be involved with many different laws which are different and complex, and subject to change at all times. In case of non-compliance, it may affect the Company in many ways, such as the limitation of the use of space to build a certain type of building, height limitations, set-backs, disputes with neighboring landowners on the boundary issue, complaints during the construction, expropriation of land for the construction of public utilities or interruptions from the amendment to the laws, announcement, requirement of the governmental authority which become effective during the period that the Company owns the land but on the process of applying for the permits from relevant authorities, etc.

However, the Company has a measure to mitigate such risks before starting project development by checking and verifying the limitation under the laws and regulations of the relevant organization, establishing the responsible units to monitor and inspect various operations to comply with changes in the law at all times. The database of laws, rules, and regulations is to be prepared and updated to cover all aspects of the Company's operations.

Moreover, the construction of the condominium projects and housing projects is required to prepare the Environmental Impact Assessment Report or EIA for approval by the Environment Impact Assessment Bureau, Ministry of Natural Resources and Environment. Also, the proceeding under the measures on prevention and mitigation of the environmental impact pursuant to the Promotion and Conservation of Environmental Quality Act B.E. 2535 is required to report as well. The Company is aware of the importance of compliance with conditions as specified in the EIA report in all aspects. This is to reduce the risk of environmental impact so that the Company can continue our operation sustainably.

On 1 June 2022, the Personal Data Act B.E. 2562 became officially effective for supervising the use of the personal data of customers and stakeholders, such as name and surname, address, email, etc. according to the specific objectives. Failure to comply with the Act, the Company may be liable for the punishment under the Act. The Company is well aware of the importance of personal data security. Therefore, the Data Protection Officer: DPO and working team from the relevant departments, including officers from the legal department and the digital technology department were appointed.

The Company also arranges for the test and training on the Personal Data Protection Act (PDPA) for all employees to ensure that everyone is equipped with knowledge and understanding of this Act, appropriately for carry-on works with full compliance with the Act. In addition, for departments involved in personal data, the Company has established key performance indicators (KPIs) to prevent personal data infringement and personal data leakage and identified this risk in each department's risk assessment and specified the risk management guideline to reduce the potential risks in the future.

The Corporate Governance and Quality System Department will verify and monitor the performance of each department to ensure that they fully comply, as well as specify regulations and guidelines in accordance with the law.

## 28. Outdated rules and laws

From the geographical advantages that Thailand locates in the center of the ASEAN region, its connection to the open sea, advancement of transportation infrastructure, and abundance of natural resources, land and real estate in Thailand are highly desirable for many foreigners, both for residential and investment purposes.

Regulations and laws which are outdated, not up to date, and do not respond to the changes are a risk to the real estate business as the law may affect the national security and people in general. Therefore, the amendment of the law requires a careful consideration process. However, although the amendment of laws cannot timely respond to the current context, causing the loss of opportunity to stimulate the domestic economy through the real estate section in the short term, domestic high demand for housing is expected to recover the market as the economy tends to improve.

The Company has studied the relevant law on the business operation and closely monitored the potential amendments, especially the laws related to the real estate, as well as prepared for the changes both in short and long term in order to ensure that the Company will continuously and efficiently operate the business without being affected by the relevant laws.

## 29. Corporate Governance

At present, most investors are interested in either accounting performance or sustainable growth of the business. The public company limited has a large number of shareholders. Its operation unavoidably affects the society and environment. The Securities and Exchange Commission (SEC) specified the corporate governance criteria as the guidelines for the business section that the public and investors can use for assessing the sustainability of a public company.

Corporate governance is a risk factor of public company as the criteria is periodically reviewed, improved, and added to suit the economic, social and environmental contexts. The criteria will affect both policies and work processes of the organization which are required to be adjusted accordingly to revised criteria. Failure to comply with the criteria, the Company may be subject to penalties by the regulators and affect the investor's investment decision.

The Company is aware of the importance of good corporate governance and it is confident that good corporate governance is a management system which creates fairness and confidence in the long-term investment of the investor, and also builds confidence for all stakeholders. The good corporate governance causes the Company to implement the suitable management system with efficiency and effectiveness, as well as promote the competitiveness capacity of the organization to grow sustainably. The Company established a Compliance Unit to supervise and monitor to ensure that the Company, directors, executives, and employees have complied with the regulation of external regulators. In 2022, the directors, executives, and employees, including employees of the subsidiaries and affiliates, have complied with the handbook of the good corporate governance policies, code of conduct, and other relevant policies.

## Financial Risk

### 30. Lack of suitable and sufficient funding and default on payment or exchange goods

The real estate development business is a business requiring high investment. Lack of appropriate and adequate funding sources will be a significant risk because it affects business operations. Alternatively, if interest rates rise, it may reduce the solvency of businesses.

However, there is no problem with liquidity in the current situation for the Company. The company has a guideline to prevent risks by setting and developing liquidity strategies that are in line with the company's objectives, as well as setting an appropriate time frame for actions to prevent and mitigate risks. Project Finance is prepared for almost every project, as well as cash flow projections. Budgeting and spending are carefully planned to maintain the Company's liquidity by considering investing in residential projects, such as purchasing land and constructing additional projects to suit the business environment, maintaining Debt to Equity Ratio by maintaining the ratio of debentures and project loans to suit the situation including debt repayment and setting policies to manage cash and cash equivalents in accordance with business conditions.

### 31. Changes in monetary and investment policies of financial institutions (affecting operations) and exchange rate fluctuations/interest rates/inflation rates.

In 2023, there was higher household debt and rising interest rates due to inflation pressuring the Federal Reserve to continuously raise its policy rate. As a result, the consumers may delay the housing purchase to avoid interest burden or wait for an appropriate interest rate in the future.

However, the Company will assess the preliminary qualifications and the customer's ability to repay the loan. The assessment should reduce the customer's risk of receiving credit denial from commercial banks. In addition, the Company also monitors economic conditions and various policies of commercial banks that may affect the Company's business operations. The Company consistently adjusts business strategies to follow the Bank of Thailand's housing loan supervision policy, including facilitating customers in applying for credit using modern information technology. It also continuously organizes promotional programs to stimulate customers' purchasing decisions.

### 32. The volatility of returns on assets or investments.

In business operations, if the organization is profitable from operations in its core business, surplus cash from business turnover is often used to invest in other assets or securities to diversify risks and gain more returns. However, the return of investing in risky assets will fluctuate according to economic conditions to the point that it may lead to losses and may affect the organization's financial status.

The risk from the volatility of returns on assets or investments is, therefore, one of the risks of business enterprises today. Also, the stagflation tends to last for another 1-2 years, which may result in investments in short-term and risky assets with reduced returns or losses.

To diversify risks, increase growth potential, and increase the opportunity to receive more returns, the Company has invested in joint investment with leading expert real estate companies in foreign countries, such as Australia, in developing real estate projects. The Company also reduces the risk of exchange rate fluctuations from foreign borrowing rates by using the Company's funding sources.

### 33. Unhedged Foreign Borrowing Risk

The Company does not borrow money from foreign external sources of funds. Therefore, there is no risk from unhedged foreign borrowings.

## Investment Risks of Securities Holders

### 34. Investment risks of securities holders

There are various factors that affect stock prices on stock exchanges such as current economic indicators, domestic and international economic trends, geopolitical conflicts, epidemics, changes in regulations or laws related to business operations, shortage of resources, or climate change. These are all factors beyond the control and expectations of both operators and the market.

Therefore, investors are exposed to the risk that the stock price may fluctuate not as expected due to the the fragile global economy, tensions from geopolitical conflicts, changes in regulations or laws related to real estate development business, and climate change affecting both the transportation and the production of essential goods in many industries related to the Company.

## To achieve business goals

Tools to drive the organization to achieve its vision on sustainability will take into account the requirements of stakeholders and developing a balance among environmental, social, and good governance dimensions, including economic benefits. The Company's strategy includes supervision and risk management process, risk and potential opportunity analysis as well as stakeholder engagement through various channels.

**Objectives** To achieve business goals in line with the requirements of stakeholders.

# Message from the Executive on Organizational Sustainability Dimension

**Tritecha Tangmatitham**
Managing Director

At present and throughout the past 35 years, the Company has placed emphasis on developing real estate business to be sustainable by taking part in caring for the society and the environment in terms of both **environmental aspects (Environment), social aspect (Social) and governance (Governance) or ESG** by setting goals and plans in all 3 areas, so as to move forward towards medium-term environmental goals. This includes reducing greenhouse gas emissions by 40% by 2030 from BAU (Business As Usual), creating innovations in Supalai green houses and condominiums by selecting construction materials with an emphasis on saving energy, reducing heat, reducing water usage, reducing waste, and reducing greenhouse gas emissions. It has also encouraged Waste Management in the construction process continuously.

As for **social goals**, the Company has focused on creating activities for society continuously under the project **"Supalai Saang Dee"** (Supalai doing dood deeds). This is a project created with the aim to develop society, create careers, provide educational opportunities, and care for the environment, to cover all stakeholders by 2025, which includes caring for communities and society around Supalai's project, numbering more than 2,000 households per year.

The Company also sets the goal on governance to be a listed company with "Excellent" corporate governance under the "Excellent" AGM Checklist, and has been continuously certified as a member of the Thai Private Sector Coalition Against Corruption (CAC). This is to jointly drive the organization towards sustainable development according to the SDGs (Sustainable Development Goals) at international level.

SUPALAI GROW GREEN

SUPALAI
WASTE
METER

# 3. Driving Business Towards Sustainability

## 3.1 Policies and Goals on Sustainability Management

### 3.1.1 Corporate Sustainability Management Policy

Supalai Public Company Limited adheres to and emphasizes on business operations in accordance with the sustainable development guidelines, which cover economic, social, and environmental aspects as well as business operations according to good corporate governance principles by taking in account relevant stakeholders in project areas and societies. This is to provide benefits to communities, societies, and environment in a sustainable manner.

Such policy includes the business operation of subsidiaries and associated companies. The revision No. 5 was carried out in accordance with the resolution of the Board of Directors' Meeting No. 12/2022 held on December 13, 2022. The guidelines are as follows:

1. The Company fosters awareness and promotes sustainable development in order to create the balance of economy, society, environment, and corporate governance for the Board of Directors, executives, and all employees to contribute to the culture of sustainable business operations.
2. The Company utilizes benefits from natural resources as necessary because it may cause damages to communities, societies, environment, and people's quality of life. The Company also supports the energy and environmental conservation.
3. The Company provides cooperation in the implementation according to laws, regulations, standards, or agreements relating to the Company's business in all aspects.
4. The Company develops projects and carries out activities to develop communities in the project areas and societies and also focuses on improving the quality of life, the conservation of nature, environment, and culture, and the development of community economy.
5. The Company communicates and strengthens understanding of the operations to communities in the project areas and is ready to listen to constructive opinions that provide benefits to communities.
6. The Company aims to understand, communicate, and disclose information transparently to societies and stakeholders, including shareholders, customers, business partners, and business alliances so that they can acknowledge the status and facts of the Company's operations, its responsibilities to communities and societies, and provide cooperation in giving information to investors, shareholders, and general interested parties in a timely manner.
7. The Company supports activities that are beneficial to communities, societies, and environment in order to achieve sustainable development and self-reliance.
8. The Company promotes and supports the culture of learning and innovation in all systems of the Company in order to gain knowledge and create new processes and products that can meet the needs of all stakeholders in terms of economy, society, and environment.
9. The Company supports and cultivates a campaign to raise awareness of society, environment, and natural resources to its employees at all levels through activities, trainings, seminars, and participation in membership of any agencies or organizations continuously.
10. The Company raises awareness and encourages business partners and alliances by focusing on enhancing the efficiency of the supply chain management and applying sustainable practices to business operations to achieve the balance of economy, society, and environment.

## 3.1.2 Organizational Sustainability Management Goals

The Company has set **targets for sustainable operations** in the areas of Environment, Social, and Governance (ESG) under the **'Supalai Saangdee'** project, (Supalai Doing Good Deeds) which was established to develop society, create jobs, provide educational opportunities, and ensure a sustainable environment. This initiative aligns with the business's growth and strength 35 years. It drives sustainable organizational development following the CSR IN PROCESS approach, prioritizing stakeholders in every production process. This leads to sustainable development in line with the Sustainable Development Goals (SDGs) and aligns with the Company's vision of **'being a leader in sustainable real estate development by participating in the development of society and the environment.'** The key points are as follows:

### Environmental Sustainability Goals

**The medium-term goal** is reduce greenhouse gas emissions by **40%** from BAU (Business As Usual) within **2030** in **Scope 1** and **Scope 2**

### Key Sustainability Management Performance Results

The amount of greenhouse gas emissions of the organization in **2023**

**Scope 1** Emissions Total of **1,145** Tons of carbon dioxide equivalent

**Scope 2** Emissions Total of **9,085** Tons of carbon dioxide equivalent

The total of **Scope 1** และ **Scope 2** is equal to **10,230** tons of carbon dioxide equivalent.

## Environmental Sustainability Goals

**Reduce the organization's electrical energy consumption.** Including Head office, low-rise projects and condominiums **nationwide**.

Set a goal to install **15,000** units of solar rooftop for new projects by **2028**.

## Key Sustainability Management Performance Results

- **Solar cells on the security guardhouses' roofs and low-rise projects** in Bangkok and its vicinities, reduced electricity **use by 3.43 kilowatts per day or 1,252 kilowatts per year.**
- **450 kWp Solar Cell** at Supalai Grand Tower Building generate electricity of 330,397 kilowatts (April - Dec.) **reduced greenhouse gas emissions by 197.78 tons of carbon dioxide equivalent.**
- **500** watts from **UFO solar cells** for use in common gardens at Supalai Pride Nakhon Sawan and Supalai Palm Springs Nakhon Ratchasima projects **saved approximately 320,000 baht in electricity costs.**

- **Solar rooftops for new projects** totaling **1,485** units approximately **7,600** kWp, generating **10,541** kilowatts of electricity **reduced greenhouse gas emissions by 6,309,843 tons of carbon dioxide equivalent.** saved **47.67** million baht in electricity costs.

## Environmental Sustainability Goals

**Reduce the organization's fuel energy consumption.**

The Company's cars use electric vehicles total of **7** cars within **2024**.

**Campaign to encourage employees to use E20 fuel**

**100%**

for the Company's cars.

**Reduce water usage**

by recycling waterof

**1,800,000** liters per year

## Key Sustainability Management Performance Results

Changed the Company's gasoline-powered cars to electric vehicles totaling **4** units

Employees use E20 fuel

**100%**

Reused water for watering plants and washing streetsat Supalai Grand Tower Building of **1,800,000** liters per year

Saved **30,600** baht **in water utility costs per year**

## Environmental Sustainability Goals

### Reduce waste Zero Waste

Change waste to **0** at the head office.

Reduce construction waste to not exceed the standard of **3,300** tons: **110,235** square metres

- Reduce usage
- Finding ways to reuse renewable materials
- Reusable

Procurement must **take** into account **product quality**. Select **social and environmentally friendly construction materials** (Green Procurement)

## Key Sustainability Management Performance Results

**Reduce waste by 24 kilograms per** year. "SUPALAI, the more you separate, the more you gain" activity, in conjunction with Recycle Day, collected **295.60** kilograms of waste, **reducing the carbon footprint by 730 kilograms of carbon dioxide equivalent to planting 76 large trees.**

The first pilot project of Supalai Park Ekamai Pattanakarn

- New pipe connection Use less material
- **Reduce wooden pallet waste equivalent to approximately 20,000 pieces.**
- The remaining concrete is used to make road subbases, scrap materials into new products.

Use construction materials with label SCG Green Choice. **Reduce household water use by 516,787,053 liters reduces CO2 emissions from the production process by 608 tons saved 7,650,132 liters of water in material production.**

## Environmental Sustainability Goals

Conservation of original trees within the projects and planting **4,000** new trees in **20** **rai** per year by **2023**

## Key Sustainability Management Performance Results

DOS LIFE

Coordinate developing and designing innovative "TAKA" storage tanks, DOS is a multifunctional storage tank The DOS Natura water tank adopts DOS Ag+silver Combac antibacterial technology, mixed in **99.99%** antibacterial material. It has already been used **4,501** pieces in the project.

**new**

TOA

Coordinate developing metal primer and topcoat system has been developed using TOA, reducing paint working time to **10** hours.

Chamchuri Conservation Project: **71** trees Expanding community reforestation by another **10** rai with **2,000** trees, totaling **20** rai with **4,000** trees, **absorbing 36,000 kilograms of carbon dioxide equivalent per year**.

| Social Sustainability Goal: | Key Sustainability Management Performance Results |
|---|---|
| **Complaints** regarding **human rights towards employees: 0** | Number of complaints: **0** |
| **Complaints** in **recruiting and hiring employees: 0** | Number of complaints: **0** |
| Proportion of **executives** on the management committee **Gender diversity 1** in **3** of all executives are women. | Total executives: **11**, consisting of **4** women. more than **1** / **3** of all executives. |
| **Employee commitment** to the organization: **70%** in **2023**. | Organizational commitment is **71%** |
| Average **Employee Training hours:** **20** hours per person per year. | Average of **20.86** hours per person per year. |

## Social Sustainability Goal:

Drive for **Agile work practices across all departments**.

## Key Sustainability Management Performance Results

Enhanced work processes with **246** topics.
Agile by Quality in **7** topics
involving **36** employees.
Little Agile in **239** topics
involving **209** employees.

Average satisfaction score
for Supalai's services = **10** points

Average customer satisfaction
score: **8.97**

Customer satisfaction with service
provided by Supalai Contact Center 1720
=
**100%**

Proportion of
satisfied customers
=
**97.31%**

Customer satisfaction with
the quality of repair work
=
**100%**

Proportion of
satisfied customers
=
**91.51%**

## Social Sustainability Goal:

Development of residential projects along with attentive care of community and neighboring society: numbering more than **2,000** households per year.

**SUPALAI**

**Continuously** creating activities for society under the **Supalai Saangdee Project** to cover **every stakeholder** by **2025**.

## Key Sustainability Management Performance Results

Promoting community public utility system management. **3,150** households, and an additional **280,000** people in the area.

Promoteing Supalai Saangdee for society, with approximately **6,607** people stakeholders participating in the activity.

- Employee **420** people
- Costomers **1,093** people
- Cummunity / Society **3,365** people
- Contractor / Workers **1,527** people
- Media **202** people

## Sustainability Goal: Governance

Evaluation of **the quality of shareholder meetings**, ( AGM Checklist) full score of **100** points.

## Key Sustainability Management Performance Results

Consistent total score of **100** points. For the 11th consecutive year

| Sustainability Goal: Governance | Key Sustainability Management Performance Results |
|---|---|
| **Surveying of excellent corporate governance** practices among registered companies or CGR **is rated in the top tier of 5 stars.** | Survey result in Excellent Categor. For the 11th consecutive year |
| Assessment of adequacy of internal control system: **100%** | Achieved: **100%** |
| Sustainability assessment: **business ethics category** and **anti-corruption** = **100** points in **2023**. | **100** points |
| Sustainability assessment: **risk management category** and **crisis readiness** category = **90** points. | **100** points |
| Member seal of commitment declaration for collaboration in **CAC Change Agent project: 3 stars.** | = received a **3** star member seal. For the 2nd consecutive time |

## 3.1.3 Identifying Essential Information Regarding Sustainability Management

With awareness of business operations that take the environmental, social, and governance (ESG) framework into account, Supalai Public Company Limited has prepared information regarding driving a business towards sustainability, in order to present all stakeholder groups with its management guidelines and operational results concerning sustainability issues in economic, social, and environmental aspects. The presented information covers a period from January 1, 2023 to December 31, 2023.

The information regarding driving a business towards sustainability resulted from collecting relevant information from every business unit in the Company, so as to obtain information in line with the Global Reporting Initiative (GRI) standards, which are global standards for sustainability reporting under the core option, and the United Nations Sustainable Development Goals (UNSDGs), which are the world's sustainable development goals, to reflect factors that affect the organization's sustainable business operations, in economic, social, and environmental aspects, including responsibility to all stakeholder groups. The Company reviews any changes on a yearly basis.

### Process for managing key sustainability issues

**Relevant risk management committees**
**Risk management team**
**Identifying risks (top-down/bottom-up approach)**

- Process for surveying impacts on STH
- SWOT Analysis
- PESTEL Analysis
- The Global Risks Report
- Focus Group
- Risk-Based Audit
- Meetings

**Risk Management Committee (RMC)**

**Considers:**

- Defining key sustainability issues (key materiality).
- Assessing impacts of sustainability issues on stakeholders.
- Ranking key sustainability issues (Materiality Matrix).
- Defining key risk issues.
- Assessing risk level.
- Determining risk appetite.
- Defining key risk indicators (KRIs).
- Creating tables showing assessment of likelihood and impacts (Risk Matrix).
- Providing advice/adopting policies and proposing an additional risk mitigation plan to executives of the risk management unit.

**Executives of line of work**

- Carrying out operations in line with the RMC's guidelines.
- Collaborating with the RMC in:
  I. Defining key risk issues.
  II. Assessing risk level.
  III. Defining key risk indicators (KRIs).
- Establishing guidelines for mitigating risks to an acceptable level (risk appetite).

**Risk Management Department**
**Internal Quality Audit (IQA)**
**Internal Audit (IA)**

Follow up and inspect operations, and propose risk issues to the Risk Management Committee for consideration and review.

## 1. Identifying key sustainability issues

The Company considered selecting key sustainability issues in collaboration with relevant agencies, based on the results of value chain analysis, to encourage management of key sustainability issues for stakeholders of all groups. This included consideration of **internal factors** through SWOT analysis, and analysis of policies, goals, strategies, and risks, and **external factors** through stakeholder forums for expressing opinions, including annual focus group meetings, seminars on 2023 SPALI Supplier Day, and other channels for expressing opinions, such as Supalai 1720, emails, comment boxes, online surveys, and various social media. The aim was to receive complete and comprehensive information, with a focus on importance, expectations, and needs that may affect corporate sustainability in environmental, social, and governance (ESG) aspects, in line with the sustainable development framework, prescribed under the Securities and Exchange Commission (SEC)'s guidelines. The risk management unit proposed key sustainability issues to the Risk Management Committee for consideration, in line with a meeting plan that has been set out continuously.

**Summary of key sustainability issues**

| Economy | Environment | Society | Governance |
|---|---|---|---|
| 1. Supply chain | 4. Preservation of biodiversity and ecosystems | 7. Responsibility to consumers | 12. Corporate governance |
| 2. Tax-related operations | 5. Resource use | 8. Participation in community and social development | 13. Risk management |
| 3. Business and social innovations | 6. Climate management | 9. Respect for human rights and fair treatment of labors | 14. Anti-corruption |
| | | 10. Capacity enhancement for employees and workers in work and everyday life | |
| | | 11. Safety, occupational health, and working environment | |

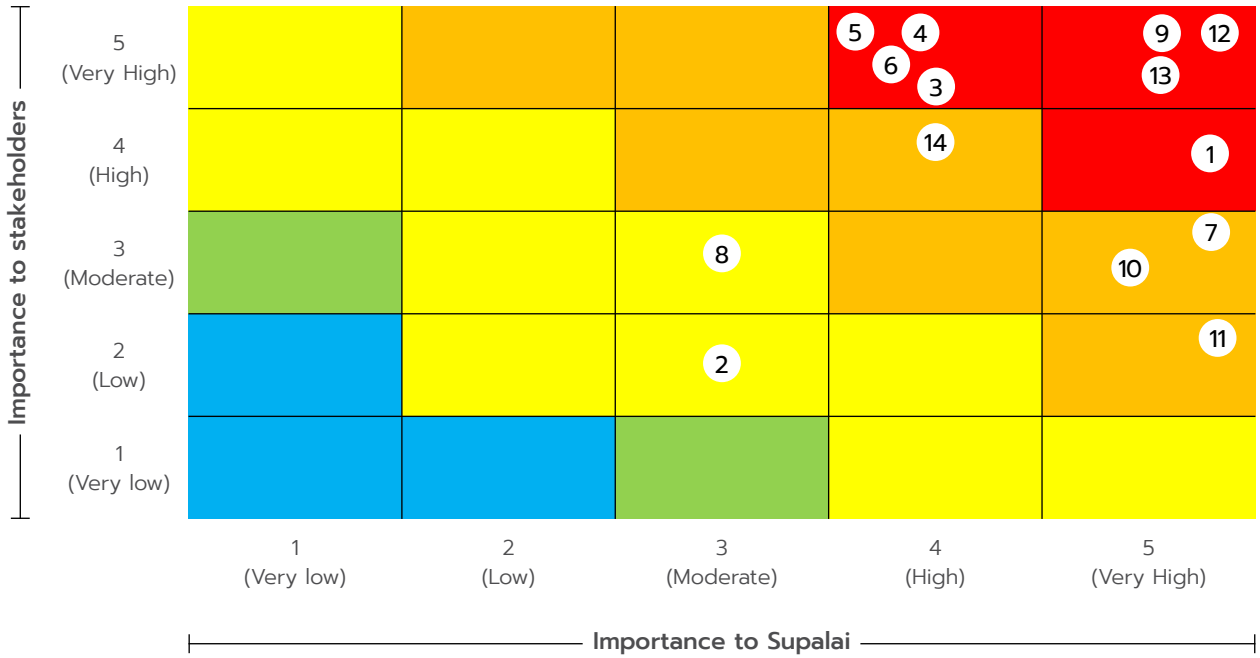
## 2. Assessing impacts of sustainability issues on stakeholders

| Aspects of sustainability | Sustainability issues | Impacts on stakeholders | | | | | |
|---|---|---|---|---|---|---|---|
| | | Customers | Employees | Suppliers | Share holders | Community | Government agencies |
| Economy | 1. Supply chain | ● | ● | ● | ● | | |
| | 2. Tax-related operations | | | | | ● | ● |
| | 3. Business and social innovations | ● | ● | ● | ● | ● | |
| Environment | 4. Preservation of biodiversity and ecosystems | ● | ● | ● | ● | ● | ● |
| | 5. Resource use | ● | ● | ● | ● | ● | ● |
| | 6. Climate management | ● | ● | ● | ● | ● | ● |
| Society | 7. Responsibility to consumers | ● | | | ● | | ● |
| | 8. Participation in community and social development | ● | | | | ● | ● |
| | 9. Respect for human rights and fair treatment of labors | ● | ● | ● | ● | ● | ● |
| | 10. Capacity enhancement for employees and workers in work and everyday life | ● | ● | | ● | | |
| | 11. Safety, occupational health, and working environment | | ● | ● | | | |
| Governance | 12. Corporate governance | ● | ● | ● | ● | ● | ● |
| | 13. Risk management | ● | ● | ● | ● | ● | |
| | 14. Anti-corruption | ● | ● | ● | ● | | |

## 3. Ranking key sustainability issues

Regarding the importance level based on relevant components, sustainability issues that are important to the Company and its stakeholders will be ranked based on importance, under two criteria: a horizontal axis (importance to the Company), and a vertical axis (importance to stakeholders).

**Results of assessment and ranking of key sustainability issues (Materiality Matrix)**




**Most important issues**

1. Supply chain
3. Business and social innovations
4. Preservation of biodiversity and ecosystems
5. Resource use
6. Climate management
9. Respect for human rights and fair treatment of labors
12. Corporate governance
13. Risk management

**Very important issues**

7. Responsibility to consumers
10. Capacity enhancement for employees and workers in work and everyday life
11. Safety, occupational health, and working environment
14. Anti-corruption

**Issues with moderate importance**

2. Tax-related operations
8. Participation in community and social development

## 4. Process for managing sustainability risks

### 1) Identifying risks and opportunities

The Company considered risks and opportunities concerning corporate sustainability issues, whereby the risk management unit and relevant units jointly analyzed risks, by: 1) identifying internal factors through SWOT analysis; 2) specifying external factors through PESTEL analysis, including business environment survey based on various statistics; 3) considering global risk reports, such as the World Economic Forum's 2023 Global Risks Report; 4) organizing focus group meetings to receive opinions from stakeholders every year; 5) providing other channels for expressing opinions to identify issues that may affect corporate sustainability; and 6) identifying risks that may be presented by relevant risk management committees.

In addition, the Company carried out risk management at the business unit level, through a risk-based audit process, to achieve risk management throughout the organization, by corporate governance and internal quality audit department.

### 2) Assessing the risk level of each sustainability issue, determining risk appetite, and identifying key risk indicators (KRIs)

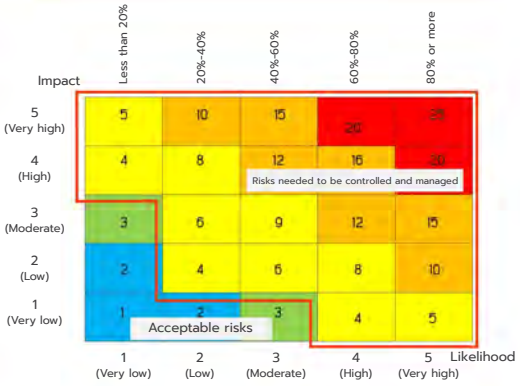
Upon identification of risk issues concerning corporate sustainability, the risk management unit will propose key risk issues to the Risk Management Committee for consideration, so as to assess risk level, determine risk appetite, and identify the KRIs.

The Company determined risk appetite, which is represented by green and blue zones. Risk appetite of each issue was determined by taking into account: 1) stakeholders' needs; 2) corporate strategic objectives; 3) factors for creating corporate value; and 4) risks that may affect corporate objectives (such as mega trends).

Risk tolerance level is represented by the yellow zone. If any risk issue scores within the yellow zone, or any zone representing higher levels (orange and red zones), the risk management unit must find a way to mitigate that issue to an acceptable level (risk appetite).

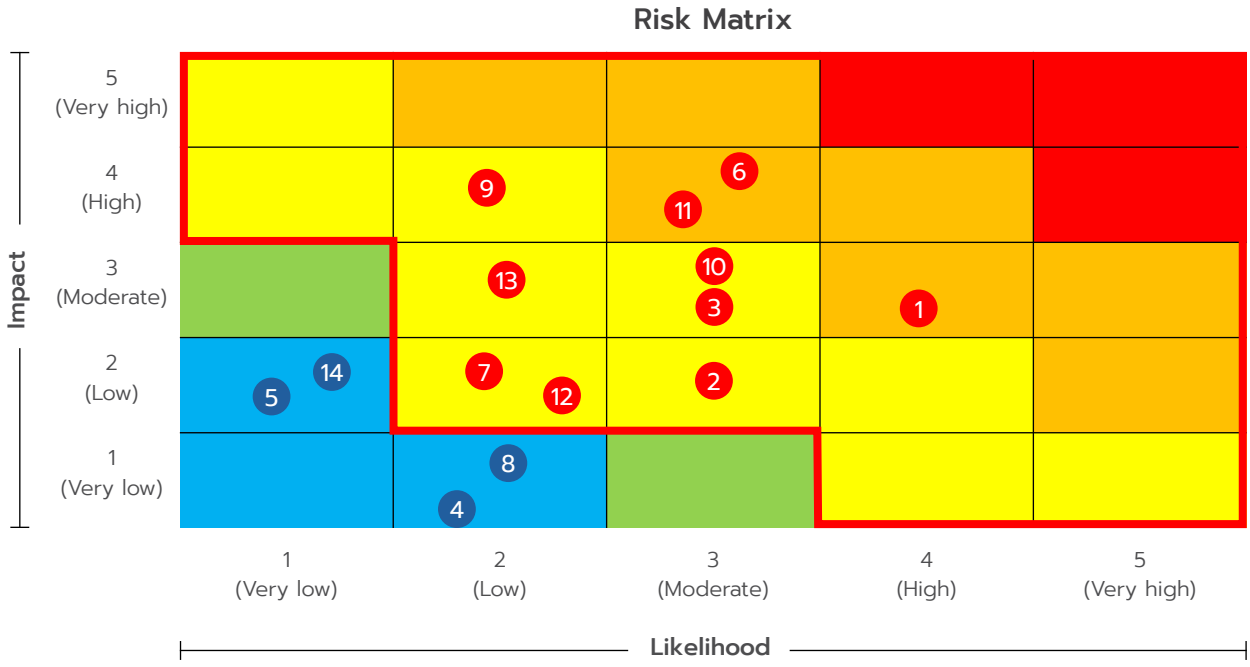
**Defining the severity of risks**

Severity level of risks = likelihood x impact




| Severity levels | Color | Table presenting severity levels of risks. |
|---|---|---|
| Very high | Red | Very high severity level - high<br>There should be high control with close monitoring and regular evaluation. Also, additional methods should be sought to reduce the likelihood and impact to be at acceptable level. |
| High | Orange | |
| Moderate | Yellow | Moderate level of severity<br>Risks with a control or management plan in place should take into consideration cumulative impact that may escalate. |
| Low | Green | Low severity level - very low<br>Risks accepted by the organization that may not require managing action should be assessed periodically to prevent cumulative impact from escalating. |
| Very low | Light blue | |

### 3) Table showing the assessment of likelihood and impacts of each sustainability issue (Risk Matrix)




1 Supply chain
2 Tax-related operations
3 Business and social innovations
4 Preservation of biodiversity and ecosystems
5 Resource use
6 Climate management
7 Responsibility to consumers
8 Participation in community and social development
9 Respect for human rights and fair treatment of labors
10 Capacity enhancement for employees and workers in work and everyday life
11 Safety, occupational health, and working environment
12 Corporate governance
13 Risk management
14 Anti-corruption

Risks that must be mitigated
Risk appetite

### 4) Risk mitigation plan

The Risk Management Committee may propose a risk mitigation plan in addition to that prepared by the executives of the risk management unit, by giving advice and assigning executives of relevant units to carry out operations, and specifying a period for completion, in order to mitigate risks to an acceptable level (risk appetite). Subsequently, the risk management team will follow up and inspect the operations, report to the Risk Management Committee on a monthly basis through a LINE group chat, and organize meetings of the Risk Management Committee, and risk management sub-committees, to review and consider risk issues at least four times a year, to ensure that risk mitigation is performed in line with specified framework rapidly and continuously.

Risk mitigation procedures, in respect of environmental, social, and governance (ESG) and business operations, will be determined by considering: 1) business context; 2) benefits received; 3) compliance with relevant industry standards; 4) stakeholders' expectations, including the organization's mission, vision, and values; and 5) risk appetite and severity of potential risk impacts.

### 5) Results of sustainability risk management

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| 1. Supply chain | Risk Management Committee<br>Supervise risk assessment for significant business partners.<br><br>Corporate Governance and Sustainability Development Committee<br>Supervise to ensure that the Supplier Code of Conduct covers ESG issues and supply chain management. | The Company has significant business partners with the potential to deliver quality products and services to customers, as planned.<br><br>Operational results<br>The set goals were achieved, whereby the achievement was measured from the transfer of ownership to every customer, within a period of time specified in a contract, except failures due to customer's faults. | • Require that products are selected by the Risk Management Committee.<br>• Act as an intermediary between vendors and contractors, so that contractors can access materials that must to be procured at reasonable prices.<br>• Implement a process for recruiting or selecting business partners by emphasizing those who declare ESG issues.<br>• Assess risks of significant business partners, in terms of supply chain management and ESG, along with site visits to survey their establishments.<br>• Organize SPALI Supplier Day activities to educate suppliers on important ESG issues that affect stakeholders throughout the supply chain of suppliers. | Key Risks<br>Supply chain disruption, and loss of bargaining power, due to reliance on major suppliers or distributors, or a small number of suppliers or distributors<br><br>Risk Appetite [2] : Low<br><br>Opportunities<br>• The business's supply chain will be encouraged to focus more on developing new products taking ESG issues as a priority, for example, by cooperating with suppliers in recycling and reusing waste construction materials. | Opportunities<br>Sustainability throughout the supply chain will be beneficial to consumers or stakeholders in the long run, in terms of quality, price, and after-sales services, for continuous sustainability. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | | • Hold focus group meetings to receive opinions from stakeholders, regarding brand image, products, services, governance, and risk assessment for joint sustainable development.<br>• Establish standards for controlling product prices, by checking prices of imported products to serve as information supporting decision-making.<br>• Follow news on key raw materials in the global market, to keep updating stock management trends, or product use trends, or potential changes to product specifications. | • The quality of products and services is a consequence of not only corporate internal management, but also significant factors from the supply chain, from upstream to downstream, including product delivery, repairs during a warranty period, and revenue recognition. | |
| **2. Tax-related operations** | Board of Directors<br>Set out policies on tax-related operations. | No penalty is imposed from mistakes or careless tax-related operations.<br><br>Operational results<br>No fines for errors or improper tax operations | • Carry out tax planning.<br>• Follow up on rules and regulations on taxes.<br>• Avoid using incorrect tax structures.<br>• Hire a tax consultant. | Key Risks<br>Incorrect or incomplete tax payment<br><br>Risk Appetite [1] : Very low<br><br>Opportunities<br>Company values will be strengthened, including transparency, and compliance with the principles of good governance. | Opportunities<br>When the government sector receives full payment of taxes, it will result in continuous national development, and subsequently generate benefits to the organization and stakeholders in every sector. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| **3. Business and social innovations** | <u>Executive Committee</u><br>• Encourage personnel to express opinions and ideas about innovations.<br>• Procure resources involving innovation development. | 1. At least 50 percent of award-winning innovations can be actually used.<br>2. Environmentally-friendly materials or innovations are used to further reduce waste, and to mitigate impacts of a production process on the community and the environment.<br>3. The Company receives prizes from contests held by external organizations continuously. | • Implement Agile by Quality and Little Agile concepts.<br>• Participate in innovation award competitions.<br>• Study and research innovations in the real estate market to develop the Company's products.<br>• Carry out the I Creator project.<br>• Develop the Supalai Smart Living concept by collecting the Company's business and social innovations to communicate to stakeholders. | <u>Key Risks</u><br>Lack of follow-up and stimulation of the actual use of award-winning innovations<br><br><u>Risk Appetite [2] : Low</u><br><br><u>Opportunities</u><br>• Customer perception and positive corporate image will be created.<br>• The Company can increase its operational efficiency.<br>• The Company becomes more competitive. | <u>Opportunities</u><br>• The Company will help improve the quality of life of consumers, economic growth, social development, and environmental operations on a sustainable basis.<br>• The Company can respond to stakeholders' needs. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | <u>Operational results</u><br>1. The 2022 award-winning innovations was used for project implementation in 2023, by 91 percent (10 out of 11 items).<br>2. The company has increasingly used environmentally-friendly materials, innovations, and technology in its production process. Examples are as follows:<br>• Using ready-made bathrooms instead of concrete construction to help shorten construction time, reduce dust and noise pollution, reduce waste, and mitigate impacts of construction on surrounding communities.<br>• Using hydraulic cement to reduce carbon dioxide emissions. | • Submit construction designs to participate in contests held by external organizations continuously.<br>• Encourage employees to attend training courses and seminars on innovations, both internal and external.<br>• Increase the number of projects equipped with electric vehicle (EV) chargers.<br>• Use plastic pallets instead of wooden pallets, so that they can be reused.<br>• Recycle gypsum ceiling waste from a construction process, so that it can be reused by 100 percent.<br>• Use concrete waste to construct temporary roads at the project sites.<br>• Use pipes and pipe joints with the cut length, to prevent residual waste.<br>• Collaborate with TOA to develop paint innovations that can reduce repeated paint applications. | | |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | 3. The Company won the following 7 prizes from contests held by external organizations:<br>• BEC Awards 2022 (Building Energy Code) from the Department of Alternative Energy Development and Efficiency, Ministry of Energy<br>• REC 2023 (Renewable Energy Certificate) from the Department of Alternative Energy Development and Efficiency, Ministry of Energy<br>• Livinginsider Awards 2023, in the Best Natural Home Category, for the Supalai Tuscany (Don Kaeo-Mae Rim) project<br>• Award for construction designs that meet the evaluation criteria under the project of labels showing the level of energy efficiency (Energy Saving Label No. 5) | | | |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | • FIABCI-Thai Prix d'Excellence Awards 2023 for the outstanding real estate projects<br>• BCI Asia Awards 2023<br>• Thailand Energy Awards 2023, in the category of Houses for Energy Conservation, for the Supalai Elegance Borommaratchachonnani 121 project. | | | |
| 4. Preservation of biodiversity and ecosystems | Corporate Governance and Sustainability Development Committee<br>Set out policies on corporate sustainability management. | The Company can mitigate negative effects on biodiversity or ecosystems in all areas of its business operations, by cooperating with stakeholders at both the local and national levels.<br><br>Operational results<br>The Company received no complaints about impacts of project development on biodiversity and ecosystems. | • Survey areas and prepare an initial environmental examination (IEE) report, and an environmental impact assessment (EIA) report, before starting project implementation.<br>• Comply with the Company's standards, in line with the rules prescribed by the expert committee considering EIA reports for buildings, land allocation, and community services. | Opportunities<br>Operations management will be improved to mitigate impacts, preserve biodiversity and ecosystems, and mitigate risks concerning corporate image. | Key Risks<br>Potential impacts of project construction on ecosystems or the environment, leading to biodiversity loss.<br><br>Risk Appetite [2] : Low |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | | • Ensure that each project's wastewater treatment meets the standards prescribed under applicable ministerial regulations, before releasing to public water resources.<br>• Develop a community communication plan to communicate with the community about impact mitigation and remediation measures, and to report the results of compliance with the measures for preventing and mitigating environmental impacts, and the measures for monitoring environmental impacts (Monitor Report).<br>• Carry out the project for coral planting using concrete waste from construction work, in collaboration with SCG.<br>• Organize Care the Wild activities (tree planting), together with the Stock Exchange of Thailand (SET), the Royal Forest Department, and the community, for two consecutive years.<br>• Preserve existing trees in areas by relocating them to be planted inside the Company's projects.<br>• Conduct a soil test before developing a project to mitigate impacts on nearby ecosystems. | | |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| **5. Resource use** | Corporate Governance and Sustainability Development Committee<br>Set out policies on efficient resource use. | 1. The Company can increase the volume of waste recycling to at least 200 kilograms per year at its Head Office building.<br>2. The Company achieves a continuous decrease in resource use at its Head Office.<br><br>Operational results<br>1. The volume of waste recycling at the Head Office building was increased to 322.60 kilograms as of the end of 2023.<br>2. Resource use at the Head Office was reduced, as detailed below:<br><br>**Water supply (unit)**<br>2022: 920 \| 2023: 864<br>Decrease -6.09%<br><br>**Electricity (unit)**<br>2022: 168,992 \| 2023: 173,799<br>Increase +2.84% | • Implement the project for waste segregation before disposal, named "The More You Separate, the More You Get."<br>• Carry out the New Gen Zero Waste project to encourage waste segregation for recycling purposes.<br>• Collaborate with the Pankan Store project in accepting donations of unused items to sell for further provision of scholarships to children at the Yuvabadhana Foundation.<br>• Reuse water dripping from the air conditioning system inside the Head Office building to water plants and to clean roads.<br>• Carry out the Care the Bear project to encourage no food waste to help stop global warming.<br>• Implement the waste management project.<br>• Carry out green building management at the Supalai Icon Sathorn project to encourage the efficient use of water and energy. | Key Risks<br>Insufficient communication with employees and relevant responsible persons to create awareness of efficient resource use and energy saving<br><br>Risk Appetite [2] : Low<br><br>Opportunities<br>The Company will plan resource use and use of innovations in its production process, to encourage efficient resource use and mitigate climate impacts that result in natural changes, subsequently causing impacts on the overall business operations. | Opportunities<br>The Company will help foster the habits of efficient resource use among its employees to be further extended to the family and society levels. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | | • Use energy-saving innovations, such as motion sensors, heat recovery wheels, evaporative pre-cooling system, UVC air disinfection system, building automation system (BAS), and lift destination control system.<br>• Replace chillers to increase the efficiency of the cooling system.<br>• Replace the existing sanitary ware with water-saving ones at the head office.<br>• Improve the performance of the wastewater treatment system at the head office.<br>• Improve electrical loads for efficient energy use.<br>• Upgrade equipment of the wastewater treatment system to save energy costs.<br>• Use energy-saving innovations, for example, by using electric vehicles (EV) to reduce fuel consumption. | | |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | | • Install EV Chargers inside the building to facilitate employees and tenants' use of electric vehicles.<br>• Use virtualization technology and cloud-based services, instead of in-house servers, to help reduce energy use.<br>• Provide knowledge about awareness of energy use, through the Supalai Society, under the "Build a Better World Together" campaign.<br>• Organize various activities and campaigns regarding resource use for employees and suppliers, such as SPALI Supplier Day activities, "The More You Separate, the More You Get" activities, and Market Fest activities.<br>• Use water-saving equipment at every real estate project developed in 2023.<br>• Carry out the Hero Zero by Double A X Supalai project, to encourage the collection of used paper for recycling, with the target of 12,000 kilograms paper recycling, to help reduce up to 1,710 kilograms carbon dioxide emissions per year. | | |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| **6. Climate management** | Corporate Governance and Sustainability Development Committee<br><br>Set out policies on corporate sustainability management. | The Company sets medium-term goals to reduce carbon footprint from business as usual (BAU) by 40 percent, by 2030.<br><br>Operational results<br><br>In 2023, the company reported the organization's greenhouse gas emissions in Scope 1 and Scope 2, totaling 10,230 tons of carbon dioxide equivalent. | • Procure raw materials and use technology in a production process, and develop products that help reduce greenhouse gas emissions.<br>• Use hydraulic cement to reduce carbon dioxide emissions.<br>• Carry out waste management.<br>• Use construction materials obtaining the SCG Green Choice label.<br>• Organize Care the Wild activities (tree planting), together with the Stock Exchange of Thailand (SET), the Royal Forest Department, and the community, for two consecutive years.<br>• Carry out the Care the Bear project to encourage participation in activities to help reduce carbon footprint.<br>• Carry out the Solar Roof project for sales offices, construction offices, and model houses. | Key Risks<br><br>1. Relevant business units may not set out guidelines or organize activities that help reduce greenhouse gas emissions clearly and concretely.<br>2. The center's representatives responsible for collecting data communicated with the consultant may transfer knowledge and understanding to employees in relevant units insufficiently.<br><br>Risk Appetite [2] : Low<br><br>Opportunities<br><br>Climate problems will create opportunities to develop new products and management approaches relating to a business. | Impacts of climate change become more severe obviously, such as floods due to increased rainstorms, sea-level rise from the melting of polar ice, occurrence of heat waves, and droughts. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | | • Implement the green house innovation project.<br>• Carry out the project for adding electric vehicle (EV) chargers.<br>• Communicate and create awareness of reducing greenhouse gas emissions, by 25 percent within 3 years, as targeted by the Company.<br>• Carry out the project for making and lending shopping bags, made from unused vinyl banners, to encourage personnel within the Supalai Grand Tower to use instead of plastic bags.<br>• Carry out the Hero Zero by Double A X Supalai project, to encourage the collection of used paper for recycling, with the target of 12,000 kilograms paper recycling, to help reduce up to 1,710 kilograms carbon dioxide emissions per year.<br>• Preserve existing trees in areas by relocating them to be planted inside the Company's projects. | | |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| **7. Responsibility to consumers**<br> | Corporate Governance and Sustainability Development Committee<br>• Set out policies on treatment of customers.<br>• Establish policies on personal data protection.<br><br>Management Review Committee<br>• Quality Policy | There are no final judgments that the company intends to take advantage of consumers.<br><br>Operational results<br>In 2023, there were no final judgments that the Company intends to take advantage of consumers. | • Receive complaints, suggestions, criticism, and repair requests, via telephone number 1720.<br>• Organize recreational activities, training courses, and seminars to provide knowledge for the benefits of customers.<br>• Achieve ISO 9001:2015 certification, by controlling every process until product delivery and post-delivery services.<br>• Operate a LINE official account "Supalai Care" to give advice on how to initially solve house/condo problems for residents and the general public.<br>• Develop a mobile application "Supalai SABAI" to facilitate residents who wish to request repairs.<br>• Carry out the Green Home Loan project, in collaboration with banks, to provide loans at low interest rates to customers who purchase energy-saving houses in the Company's projects.<br>• Organize Supalai Privilege activities. | Key Risks<br>Sub-standard product quality.<br><br>Risk Appetite [1] : Very low<br><br>Opportunities<br>• The Company' s long-term competitiveness.<br>• Corporate image improved. | Opportunities<br>Respond to satisfaction with quality of life, safety, and value |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | | • Carry out the Share of the Month activities at the monthly meeting of the construction department.<br>• Carry out the ARTSTORY by Autistic Thai project, to express gratitude to residents and stakeholders, through the "Supalai, Creating Smiles" project. It involves the development of artworks from imagination of children with autism spectrum disorder (ASD), with the concept of "We Bring Your Happiness to Society," into special gifts, such as umbrellas and travel bags, to deliver happiness to Supalai families across the country. | | |
| **8. Participation in community and social development**<br> <br> | Corporate Governance and Sustainability Development Committee<br>Set out policies on social treatment. | The Company organizes social, community, and educational activities, representing at least 30 percent of the total activities held in 2023.<br><br>Operational results<br>The Company organized social, community, and educational activities, representing 86 percent of the total activities (12 out of 14 activities). | • Project to promote and support community careers<br>• Biological Way of Life project<br>• Project for sharing warmth and relieving coldness<br>• Project for giving eyeglasses to create happiness<br>• Nong Suk Dee, Phi Suk Jai project (healthcare services for children) | Key Risk<br>1. Potential activity disruption due to natural disasters or epidemics<br>2. Disputes with nearby communities<br><br>Risk Appetite [2] : Low | Opportunities<br>• The Company can help strengthen occupational capacity for the community, so as to increase their income.<br>• The Company can help improve the basic quality of life and encourage environmental protection. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | | • Project for organizing seminars to create knowledge among the general public<br>• Big Brother project, in collaboration with the Thai Chamber of Commerce<br>• Project for purchasing agricultural products, in collaboration with the Department of Internal Trade<br>• Project for developing infrastructure for nearby communities, restoring temples<br>• Care the Wild activities (tree planting), together with the Stock Exchange of Thailand (SET), the Royal Forest Department, and the community, for two consecutive years, along with generating income from forest products in the community. | <u>Opportunities</u><br>• Sustainable business growth of the Company.<br>• Smooth projects operation.<br>• The Company earns trust from the community and society, with positive corporate image. | |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| **9. Respect for human rights and fair treatment of labors**<br> | <u>Nomination and Compensation Committee</u><br>• Set out policies on the principles of human rights.<br>• Establish policies on compensation and welfare. | 1. The Company received no complaints about discrimination in its recruitment process.<br>2. The business operations of suppliers caused no impacts on human rights.<br><br><u>Operational results</u><br>1. In 2023, the Company received no complaints about discrimination in its recruitment process.<br>2. In 2023, the Company received no complaints about human rights, resulting from the business operations of its suppliers. | • Develop a procurement process that takes the principles of human rights into account.<br>• Assess risks and impacts on human rights, covering the operations of the Company and its significant suppliers.<br>• Establish processes for rectification, restoration, and compensation when human rights are affected or violated.<br>• Create knowledge and awareness of human rights among suppliers, for example, through SPALI Supplier Day activities.<br>• Follow the evaluation criteria for outstanding establishments, in terms of labor relations and welfare, prescribed by the Department of Labour Protection and Welfare.<br>• Take privacy rights into account, such as personal data protection under the PDPA.<br>• Manage compensation and welfare on a diverse, equitable, and sustainable basis. | <u>Key Risks</u><br>1. The Company's unfair treatment of workers, leading to the reduced quality of life and safety, subsequently causing protests and lawsuits that affect corporate reputation.<br>2. Lack of consideration of rights, diversity, and inclusion in various internal processes, such as recruitment, training for development purposes, and payment of compensation and benefits, with discrimination regarding gender, age, religion, and nationality, that will affect corporate image.<br><br><u>Risk Appetite [1] : Very low</u> | <u>Opportunities</u><br>• Employees and stakeholders are treated fairly, without discrimination.<br>• Suppliers' employees can benefit from the Company's request for cooperation from suppliers in terms of human right issues. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | | | <u>Opportunities</u><br>• Increasing competitiveness resulting from positive corporate image.<br>• The Company will benefit from the recruitment of qualified and suitable personnel, and have strategies for retaining its knowledgeable and capable employees to maintain its business competitiveness.<br>• Human rights are considered a sensitive matter and can be linked to other issues that may have continuous impacts on the Company's business operations. | |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| **10. Capacity enhancement for employees and workers in work and everyday life**<br> | <u>Nomination and Compensation Committee</u><br>• Set out policies on employee competency development.<br>• Set out policies on treatment of employees. | 1. 80 percent of the total departments submit topics to participate in the OKRs Challenge project.<br>2. At least 80 percent of the total employees have main behaviors in line with the Agile Way principles, by participating in fostering GFIC behaviors under the Supalai Coin project, on the topic of Agile Championship.<br><br><u>Operational results</u><br>1. As of the end of December 2023, 78 percent of the total departments submitted topics to participate in competitions under the OKRs Challenge project.<br>2. As of the end of December 2023, 63 percent of the total employees participated in the Supalai Coin project, on the topic of Agile Championship. | • Training plans<br>• Scholarships<br>• Individual development plans<br>• Welfare necessary for the well-being of employees<br>• Employee engagement survey project<br>• Supalai Relations Club<br>• Welfare Committee<br>• Compensation comparable to the industry's standard compensation<br>• Online training project<br>• 2023 OKRs Challenge project<br>• SPL Book Club project, to recommend interesting books and allow employees to borrow books<br>• Employee capacity building, under the Agile project, throughout the organization<br>• Behavioral evaluation in line with the Agile Way principles | <u>Key Risks</u><br>1. Employee competency development may not cover all job positions, causing employees to lack skills and knowledge necessary for their work and everyday life.<br>2. Communication on Agile Way principles may not reach some employees working at the project sites.<br><br><u>Risk Appetite [2] : Low</u><br><br><u>Opportunities</u><br>• Enhancement of knowledge and capacity of personnel to be in line with ithe Company's strategic direction.<br>• The Agile project can help enhance the potential and competitiveness to respond to changes effectively. | <u>Opportunities</u><br>• Employees can be evaluated fairly.<br>• Employees can have growth opportunities equally. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | | • Psychology workshop under the name "Supalai Mental Festival"<br>• Supalai Funwalk activities. | | |
| 11. **Safety, occupational health, and working environment**<br> | Corporate Governance and Sustainability Development Committee<br>Set out policies on safety, occupational health, and working environment. | There were no accidents that caused employees to be admitted to the hospital for treatment.<br><br>Operational results<br>In 2023, there were no accidents that caused employees to be admitted to the hospital. | • The Committee on Safety, Occupational Health, and Working Environment is responsible for surveying and gathering results, and proposing solutions to executives.<br>• The Committee on Safety, Occupational Health, and Working Environment, executive team, the Internal Audit (IA), and the Internal Quality Audit (IQA) carry out safety assessment.<br>• Prepare a safety manual.<br>• Prepare a safety checklist for employees responsible for project safety in accordance with a monthly project inspection checklist.<br>• Develop a Happiness Camp. | Key Risks<br>1. Employees' non-compliance with safety rules, regulations, and manuals<br>2. Unsafe working environment<br><br>Risk Appetite [1] : Very low<br><br>Opportunities<br>Mitigate safety risks and enhance the Company's corporate image. | Opportunities<br>• Employees having work safety, motivation and moral support.<br>• Suppliers' employees will benefit from the Company's cooperation on safety, occupational health, and working environment issues, by signing the Code of Conduct, and conducting site visits at suppliers' establishments. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | | • Organize training courses for safety officers at the executive level, for employees at the supervisor level and higher, to act as a safety officer at the executive level, to ensure safety in each area.<br>• Organize training courses on safety, occupational health, and working environment, for general workers and new workers, for all new employees of the Company.<br>• Set out a business continuity plan (BCP) and a disaster recovery plan (DRP), and conduct an annual review.<br>• Organize an annual fire evacuation drill for employees.<br>• Prepare and submit a safety report to the monthly project meeting. | | |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| 12. Corporate governance | Corporate Governance and Sustainability Development Committee<br>• Set out policies on treatment of shareholders, customers, business partners, creditors, and competitors.<br>• Consider approving the Employee Code of Conduct.<br>• Ensure compliance with the principles of good governance.<br>• Promote and encourage knowledge enhancement.<br>• Set out policies on use of internal information.<br>• Set out policies on conflicts of interest.<br>• Set out policies on reporting conflicts of interest. | Five-star corporate governance (CG) rating.<br><br>Operational results<br>The Company received five-star CG rating for the year 2023, for the 11th consecutive year. | • Comply with the principles of good governance, including a process for reporting, evaluating, and following up on operational results, and putting policies into practice in the following areas:<br>1. Rights of shareholders and equitable treatment of shareholders<br>2. Treatment of stakeholders<br>3. Disclosure of information and transparency<br>4. Responsibilities of the Company's directors.<br>• Measure CG knowledge among employees.<br>• Produce CG knowledge materials in an easy-to-understand format for employees.<br>• Disclose information on conflicts of interest.<br>• Grant Supalai consent by sending SMS to all employees to study operational guidelines in line with the principles of good governance, and to confirm acknowledgment of the mandatory guidelines. | Key Risks<br>Non-compliance with the rules prescribed by the Stock Exchange of Thailand (SET), and external regulatory agencies<br><br>Risk Appetite [2]: Low<br><br>Opportunities<br>Establishing a solid foundation for sustainable business operations. | Opportunities<br>• Stakeholders can benefit from the Company's economic drive, in terms of income, employment, and income generation, including participation in caring for the society and the environment.<br>• Investors become confident that their investments will be managed correctly and properly for business benefit. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| 13. Risk management | Risk Management Committee<br>• Define key sustainability issues (key materiality).<br>• Assess impacts of sustainability issues on stakeholders.<br>• Rank key sustainability issues (Materiality Matrix).<br>• Set out policies and propose risk management guidelines.<br>• Identify key risk issues.<br>• Assess risk level.<br>• Determine risk appetite.<br>• Identify key risk indicators (KRIs).<br>• Create a table showing the assessment of likelihood and impacts (Risk Matrix). | The Company can assess and set out a risk mitigation plan covering key enterprise risks, including sustainability criteria and essential information regarding business operations.<br><br>Operational results<br>Regarding the results of sustainability assessment in terms of risk management by the Stock Exchange of Thailand (SET) for the year 2023, the Company received a full score of 100 points (100 percent). | • Carry out risk management, covering sustainability issues and enterprise risk issues including risks regarding strategies, operations, finance, and regulations, and emerging risks.<br>• Conduct an annual review of risk issues by the risk management unit and relevant units by considering risk issues from:<br>1. Internal factors (SWOT analysis)<br>2. External factors (PESTEL analysis), including business environment survey based on various statistics<br>3. Global risk reports, such as the World Economic Forum's Global Risks Report | Key Risks<br>Enterprise risk assessment may not cover important risks that occur in the organization.<br><br>Risk Appetite [2]: Low<br><br>Opportunities<br>• Raise awareness of threats that are yet to come, and can reduce potential losses.<br>• Create a knowledge base beneficial to internal management and operations.<br>• Create work values and positive corporate image.<br>• Drive the organization in the desired direction.<br>• Improve management and allocate resources efficiently.<br>• Achieve the set goals, and overcome obstacles or unexpected events that may occur. | Opportunities<br>Get benefit from its risk management in terms of society, environment, and economy, both directly and indirectly. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | • Provide advice or set out policies, and propose an additional risk mitigation plan to executives of the risk management unit.<br>• Support activities to create knowledge and understanding of risk management.<br>• Supervise the preparation of a contingency plan.<br>• Organize stakeholder forums to receive opinions. | | 4. Annual focus group meetings with external stakeholders, on the topic of brand image, products, services, governance, sustainability, corporate image development, and risk assessment, including the expectations of stakeholders, to drive the organization towards sustainability in environmental, social, and governance (ESG) aspects.<br>5. Other channels for expressing opinions<br>6. Risk Management Committee, whereby the risk management unit considers a plan to mitigate risks to an acceptable level (risk appetite) (proposed to the meeting four times a year), and follows up and reports the results to the Risk Management Committee via a LINE group chat on a monthly basis. | | |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | | | • Carry out risk management at the business unit level, and conduct an annual review.<br>• Perform actions to encourage risk management throughout the organization including:<br>1. Risk-based audit process Focus group meetings with employees for setting out guidelines for creating a risk culture<br>2. Measurement of risk management knowledge among employees<br>3. Dissemination of knowledge materials regarding risk management in an easy-to-understand format. | | |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| **14. Anti-corruption** | <u>Audit Committee</u><br>• Ensure compliance with the self-assessment rules for receiving collective action against corruption (CAC) certification, and consider policies on anti-corruption, including the following:<br>1. Risk assessment<br>2. Measures for preventing corruption risks<br>3. Policies and practices<br>4. Personnel management<br>5. Communication<br>6. Whistle blowing<br>7. Review and audit<br>8. Receiving complaints and setting out the guidelines for preventting recurrence. | 1. No complaints about corruption.<br>2. Maintain its three-star CAC rating.<br><br><u>Operational results</u><br>1. In 2023, there was no complaints about corruption in the Company.<br>2. The three-star CAC rating has been maintained for the second year of certification renewal in 2023. | • Comply with the Thai Private Sector Collective Action against Corruption (Thai CAC)'s anti-corruption measures, in line with an evaluation form of the Thai Institute of Directors (IOD).<br>• Communicate channels for whistle blowing via email: anti-corruption@supalai.com.<br>• Promote employee roles and participation in preventing and combating corruption.<br>• Cooperate with the Thai CAC to organize the Executive Briefing for SME Supply Chain seminar.<br>• Evaluate the adequacy of the internal control system.<br>• Audit the Company's operational systems.<br>• Follow the Thai CAC's rules.<br>• Carry out a gap analysis and establish guidelines for complying with the specified rules.<br>• Organize the SPALI Supplier Day event to communicate with suppliers about anti-corruption and operational guidelines. | <u>Key Risks</u><br>Non-compliance with the Thai CAC's rules<br><br><u>Risk Appetite [2]: Low</u><br><br><u>Opportunities</u><br>• Improve its competitiveness.<br>• Reduce its expenses irrelevant to business operations. | <u>Opportunities</u><br>• Enhance confidence in investing and purchasing products.<br>• Suppliers can communicate about anti-corruption policies, thus saving their operating costs. |

| Sustainability issues | Supervision | Goals/indicators for the year 2023 | Strategies/operational guidelines | Risks and opportunities | |
|---|---|---|---|---|---|
| | | | | Business | Stakeholders |
| | Corporate Governance and Sustainability Development Committee<br>• Supervise to ensure that the Supplier Code of Conduct, covers anti-corruption issues. | | | | |

## Report certification

This report was considered by the Executive Committee, which has reviewed the results of assessment of its essence and content, while also giving suggestions to make the report more complete, and approving the disclosure of information in this report.

## Channels for publication and contact

This report and the previous version can be downloaded from the website: www.supalai.com

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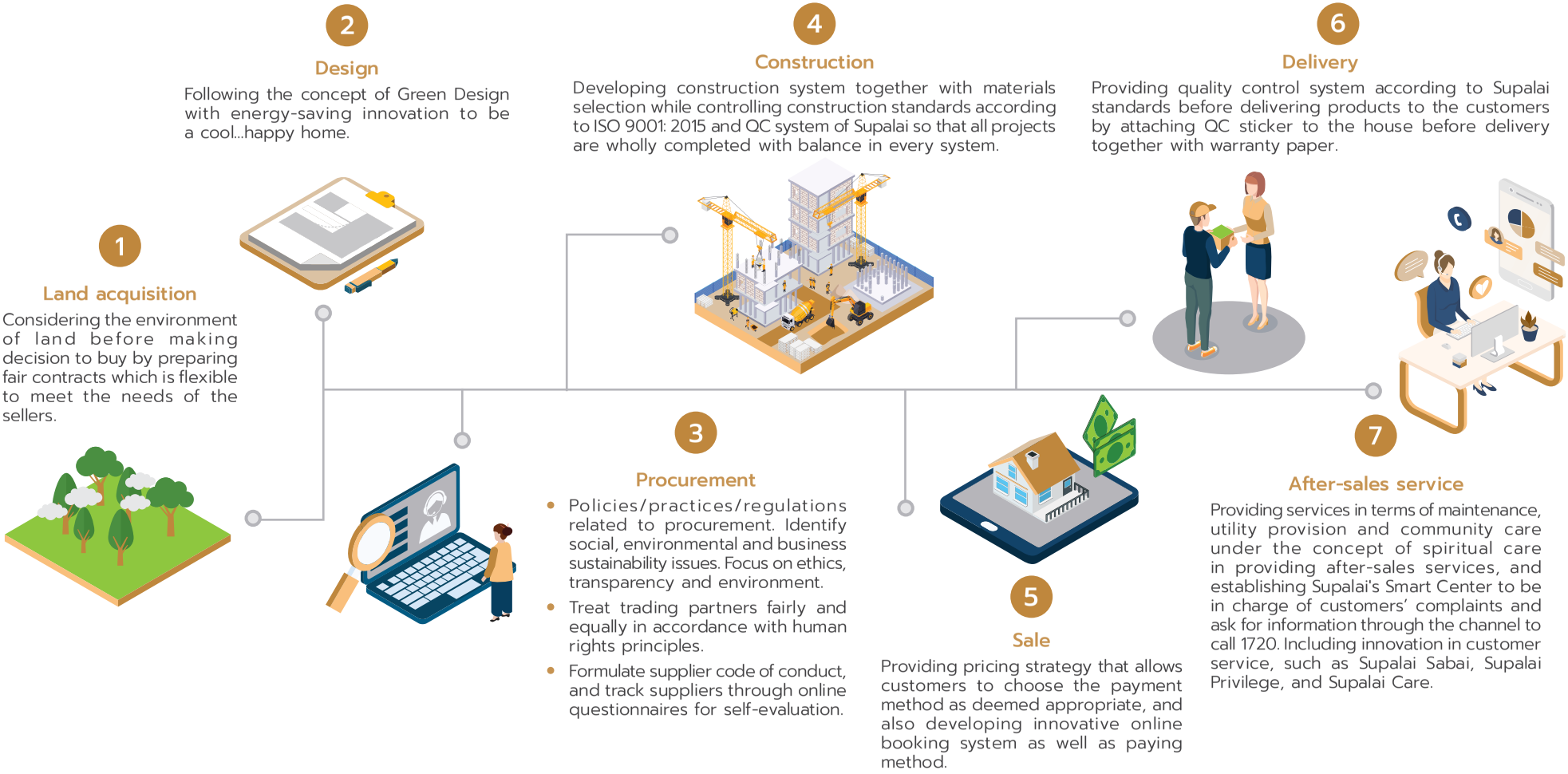
# 3.2 Managing stakeholder impacts in the business value chain

## 3.2.1 Supalai's value chain

Supalai Public Company Limited has introduced the supply chain management process to be its key strategy for business operations, that is, to build business sustainability and to increase efficiency in all processes as well as in quality chain for maximum benefit of all groups of its stakeholders.

The Company has the following management guidelines:

1. Managing risk in the supply chain to prevent business disruption and its impact on the trust of stakeholders.
2. Focusing on creating a relationship with every group of stakeholders to develop long term capacity for joint business operation by increasing the efficiency of its supply chain.



## 3.2.2 Analysis of Stakeholders in Business Value Chain

The Company prioritized 11 Groups of major stakeholders, namely employees, customers, shareholders, communities/society, environment, suppliers, contractors, government agencies, external regulators, banks and the mass media. Such categorization not only provided communication channels, but also set policies to deal with issues such as those relating to employees, customers, and shareholders. The Company has also assigned the responsible parties to ensure that there is a comprehensive system in response to all groups of stakeholders. In 2023, the Company has communicated and participated with stakeholders as follows:

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| 1. Employees | • Good welfare and reasonable remuneration<br>• Good environment and safety in the workplace<br>• Career advancement and security<br>• Promotion of quality of life of employees by encouraging work-life balance | • Receiving comments by preparing an internal survey<br>- Organizational commitment<br>- Risk culture<br>- Internal servicing<br>• Meetings<br>• Trainings and seminars<br>• Internal communication via Google Workshop<br>• Activities for employees, e.g., New Year Party, community services<br>• Receiving comments from employees individually | • Company E-mail<br>• Company Intranet<br>• Company Website<br>• Communicate through the Welfare Committee<br>• Trainings/Seminars<br>• Suggestions box<br>• Other online channels, e.g. Line Official<br>• Meetings<br>• Online survey forms | • Once a year<br>• Every other year<br>• Every time upon an activity<br>• According to the meeting plan<br>• According to the training plan<br>• According to the work plan<br>• According to the work plan<br>• Always accessible | • The company's vision and policies<br>• Announcement of corporate regulations of the company<br>• Appointment Announcement/Annual Position Adjustment<br>• Development of career path plan<br>• Development of remuneration and welfare plan<br>• Development of training plan for employees of all levels- Provision of<br>• scholarships, rewards and activities<br>• Assessment of employee satisfaction<br>• Adopting policy on employee treatment<br>• Adopting policy on safety, occupational health and working environment<br>• Policy on human rights<br>• Provision of channels to provide advice and suggestions |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| | • Development of body of knowledge to continuously enhance skills and knowledge needed for the duties, including digital technology skill. | • Receive New Employee Orientation<br>• Receive OJT training<br>• Receive trainings according to the Company's training plan as well as other external courses as necessary.<br>• Receive Competency Gap Assessment | • Training from foreman/mentors<br>• Company E-mail<br>• Company Intranet<br>• Company Website<br>• Competency Gap Assessment under specified period | • Upon starting work<br>• Upon starting work/ always accessible<br>• According to the training plan<br>• Once a year | • New Employee Orientation in which top executive is one of the speakers to transfer knowledge to employees, e.g. experiences, management guidance, career advancement opportunity, company profile, etc.<br>• OJT from foreman/mentors<br>• Case Study Communication<br>• Knowledge communication in the areas of CG, ISO, Risk Management<br>• Communication of knowledge on the Company IT system relevant to work to all employees<br>• Providing scholarship for employees<br>• Organizing of training/ seminar |
| | • Fair treatment, such as assignment, appraisal, awarding, etc. | • Expression of opinions through internal survey forms<br>- Organizational Commitment<br>- Risk Culture<br>- Internal Servicing | • Company E-mail<br>• Company Intranet<br>• Company Website<br>• Suggestion Box | • Once a year<br>• Every other year<br>• Every time upon an activity | • Foreman informs every employee of the appraisal result<br>• Job Description<br>• Annual appraisal result<br>• Human rights policy<br>• Measuring quality objectives/KPI |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| | | • Meeting attendance<br>• Description is provided for employees in each position<br>• Employees can send complaints on unfair treatment through suggestion box which will be passed directly to the Company management<br>• Measuring of Quality Objectives/KPIs | • Other online channels such as Line official<br>• Arranging of meeting | • According to the meeting plan<br>• Upon starting work<br>• Always accessible<br>• Monthly/Quarterly/ Annually | |
| | • Knowledge of products/ services and project management | • Department meeting<br>• Project meeting<br>• Plan meeting | • Company E-mail<br>• Company Intranet<br>• Other Online channels such as Line Official<br>• Organizing Meeting | • According to the meeting plan | • Arranging meeting/ providing knowledge upon having a new product/new project/ changing of duties<br>• Brief sale meeting with the Creation Department as the core unit in the meeting<br>• Weekly/monthly project meeting by the executive team/relevant foreman<br>• Forward the minutes of meeting to those concerned by the project responsible for the meeting |
| | • Be informed of risks and opportunities related to the operation under his/ her responsibility | • Participate in risks and opportunities assessment, from both meeting attendance and ISO 9001 internal audit<br>• Participate in risk culture assessment of employees of every level. | • Forward E-mail or provide information on the Company Intranet<br>• Arrange meeting and ISO 9001 audit | • According to the plan<br>• Every other year | • Forward E-mail or provide information on the Company Intranet<br>• Risk verification from IQA |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| | • Understand the organizational culture to enable working with happiness | • New employees receive orientation and training under Supalai's Way course.<br>• Attend training in internal/external courses related to works.<br>• Agile Transformation activity | • Company E-mail<br>• Int Company Intranet<br>• Other Online channels such as Line Official<br>• Arranging training<br>• Group meeting<br>• Feature public relations media<br>• Application Supalai Coin | • Upon starting work<br>• According to the training plan<br>• According to the work plan | • New Employee Orientation<br>• Arrange training according to the work plan<br>• OJT by foreman/mentors<br>• Supalai Coin Award of the month |
| | • Communicate the policies and processes of the Company to its employees as working guidance and for compliance with its regulations/rules. | • Be informed of the policies and supporting documents for various works of the Company, such as<br>– Quality Policy<br>– Quality Objectives<br>– Quality Manual<br>– Practice, work instruction, procedure<br>– Employee Code of Conduct Manual and other related work manuals<br>• Be aware of the Agile Way expected by the Company.<br>• Internal communication through Google Workspace.<br>• Organize activities for employees such as New Year Party, social service activities.<br>• Receiving comments from employees individually<br>• Attending training | • Company E-mail<br>• Company Intranet<br>• Company Website<br>• Arranging training/ seminar<br>• Foreman/mentors<br>• Arranging meeting<br>• Online survey form | • Always accessible<br>• Once a year<br>• Always accessible<br>• According to the plan<br>• Always accessible<br>• According to the training plan | • Right of access to data in the related and necessary information system for every employee.<br>• Right of access to ISO 9001 standard data for every employee in order to study the work steps in DCC systems of the Company.<br>• Process control by system verification of IQA (Internal Quality Auditor) team.<br>• Communicate knowledges on the Company Intranet. |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| | • Enhancement of the level of engagement in the organization by giving equal importance to employees of all levels<br>• Being assigned with valuable work from the organization<br>• Being informed of information throughout the organization<br>• Growing with the Company | • Employees express their opinions through internal survey form.<br>- Organizational commitment<br>- Risk Culture<br>- Internal Servicing<br>• Employees know about the organization movement, transparently and equally, through media.<br>• Internal communication through Google Workspace<br>• Organize activities for employees, such as New Year Party, social service activities<br>• Focus Group Interview | • Company E-mail<br>• Company Intranet<br>• Company Website<br>• Communicate through the Welfare Committee<br>• Suggestion Box<br>• Other Online channels such as Line Official<br>• Foreman/Mentors<br>• Arranging meeting<br>• Online Survey Form<br>• Google Workspace Service<br>• Arranging meeting | • Once a year<br>• Every other year<br>• Every time upon an activity<br>• According to the plan<br>• Always accessible<br>• According to the specified plan<br>• Once a year | • Communicate the Company's vision and policy for employee information<br>• Individual development plan appraisal<br>• Compensation and welfare development<br>• Development of training plan for employees of every level<br>• Scholarships, awards and various activities<br>• Employee satisfaction survey<br>• Employee treatment policy<br>• Safety, Occupational Health and Work Environment Policy<br>• Human Rights Policy<br>• Channel for employees to express their opinions about work.<br>• Communicate data, news, movements of the Company to employees, transparently and equally.<br>• Encourage employees to express their opinions on various issues of the Company, both positively and negatively. |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| 2. Customers | • Receiving quality and safe products/services<br>• Fair price of products<br>• Receiving rapid after-sale services with punctuality and accurate and complete information<br>• A wide range of convenient communication channels<br>• Communications on correct product information and services<br>• The company's acts according to the agreement specified in the contract<br>• Ownership transfer according to the time specified in the contract | • Be informed of product data from the salesperson who communicates data and provides supporting documents.<br>• House inspection and acceptance before transfer of ownership<br>• Comments and suggestions through Supalai 1720<br>• Application Supalai SABAI<br>• Receiving product warranty | • Quotation and reservation agreement/sales agreement/sales supporting document are in compliance with laws.<br>• Delivery of house/ condominium unit to customers<br>• Telephone and letter of appointment for transfer of ownership<br>• Questionnaires for visiting/ reservation customers<br>• Repairing request/ complaint/suggestion/ recommendation via Supalai 1720<br>• Living details and relevant manuals<br>• Product warranty<br>• Application Supalai SABAI<br>• Communication, public relations, channels for communicating with the Company via several types of media such as Corporate Website, bulletin board inside the project area, annual report, etc.<br>• Marketing research process | • Upon visiting/reserving made by customers<br>• According to the time specified by the Company<br>• Always accessible<br>• Always accessible<br>• According to the warranty period | • Prepare contract documents under the standards prescribed by Office of the Consumer Protection Board (OCPB)<br>• There are steps and processes for the delivery of house/condominium unit to customers.<br>• Clearly specify in the agreement, the date of ownership transfer and coordinate/make appointment with customers for ownership transfer.<br>• There are systems to receive repair requests and complaints from customers, via 1720.<br>• The Company will give customers the estate living regulations and relevant manuals on the day of receiving briefcase and key.<br>• Obtain certification of ISO 9001:2015<br>• Telephone calls made to customers to ask about their satisfactions (before making agreement, after moving in, every time when requesting repair, etc.) |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| | • A wide range of convenient communication channels<br>• Convenient channels to express opinions, suggestions and complaints.<br>• Respecting the right of consumers | • Customer needs survey for product development<br>• Customer satisfaction survey after ownership transfer (Sales/ Construction/Ownership transfer)<br>• Customer satisfaction survey after repair request (Construction)<br>• Customer satisfaction survey after moving in (General affairs/Security affairs)<br>• Comments and suggestions via Supalai 1720<br>• Application Supalai SABAI | • Questionnaires for visiting customers/reservation customers<br>• Smart Center personnel makes customer satisfaction survey:<br>– Upon moving in<br>– Upon completion of repair work<br>• Make request for repairs/ complaints/suggestions via Supalai 1720<br>• Living details and relevant manuals<br>• Application Supalai SABAI<br>• Channels for customers to make complaints/ suggestions will be publicized through media such as Company Website, bulletin board in the project area, annual report, etc.<br>• Marketing research process | • According to work plan<br>• Three months after ownership transfer<br>• Every time upon completion of repair works<br>• Upon moving in<br>• Always accessible<br>• Always accessible | • Adopt the policy on customer treatment<br>• Obtain certification to ISO9001:2015<br>• Customer satisfaction survey (before making contracts, after moving in, every time upon request for repair, etc.)<br>• Preparation of contract documents according to the standards prescribed by the Office of the Consumer Protection Board (OCPB)<br>• There are systems to receive repair request and complaint from customers, via 1720<br>• The Company will give customers the estate living regulations and relevant manuals on the day of receiving briefcase and key.<br>• Customer needs survey for product development<br>• Customer satisfaction survey after ownership transfer (Sales/ Construction/Ownership Transfer)<br>• Customer satisfaction survey after repair request (Construction)<br>• Customer satisfaction survey after moving in (General affairs/Security affairs) |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| | • If you encounter a serious disaster, get basic help | | • Visit, help, clarify and coordinate with residents in the project facing an incident.<br>• Organize an incident watch group when there is an emergency to acknowledge the problems of customers and to respond to their needs, as well as to rapidly communicate any progress. | • Upon the occurring of incident | • Assistance by the Company for residents facing an incident. |
| | • The company and employees having a code of conduct in keeping confidential information of customers<br>• Under the Personal Data Protection Act (PDPA), the data are used correctly, properly and in accordance with the purposes informed to customers. | • Be informed of the purposes for personal data use and data retention | • When customers visit the project and make reservation/contract<br>• Access of Company website by stakeholders | • When customers visit/ make reservation | • The Sales Department of the project gives clarification to customers and asks for their signatures of acknowledgement<br>• The stakeholders shall press Cookie Consent when signing in to the Website |
| 3. Shareholders/ Investors | • Increase in the price of securities<br>• Dividends are paid according to the dividend policy<br>• Good corporate governance<br>• Continuous growth of the company<br>• Disclosure of information honestly and transparently<br>• Channels available for comments<br>• Opportunity for minority shareholders to propose agenda, nominate directors, propose questions before the date of the shareholders' meeting.<br>• Treat shareholders equally | • Receiving comments from individual shareholder.<br>• Annual meeting<br>• Information disclosure<br>– Management discussion and analysis<br>– Annual report and 56-1 Form | • General meeting of shareholders, once a year<br>• Analyst meeting<br>• Domestic and overseas Road Show<br>• Sending letters to shareholders for their proposal of agendas, questions, directors, before the meeting. | • Once a year<br>• Once a quarter<br>• According to the work plan<br>• Once a year | • Return on investment<br>• Good Corporate Governance<br>• The company's profit and loss statement<br>• Receiving comments and suggestions from shareholders/investors<br>• Rights of shareholders<br>• Treating shareholders equally |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| | • Disclosure of ESG information (E : Environment, S : Social, G : Governance) | | • Communicate to its employees, directors and executives about the prohibition against stock trading 1 month before the reporting of its financial statement to the public.<br>• Data communication in 56-1 (One Report)<br>• Telephone/Website<br>• Listed companies meeting investors day (Opportunity Day) | • Once a year<br>• According to the work plan | |
| 4. Community/ Society | • Handling of environmental is in compliance with laws and regulations<br>• Impacts from construction are quickly resolved<br>• Business operations support community and society<br>• Promoting local products for income distribution to the community<br>• Safety in construction to minimize impact on the community | • Survey of impacts on the surrounding communities of the projects<br>• Providing of advices, suggestions, complaints via the Company communication channels such as Supalai 1720, E-mail, online media, etc.<br>• Conduct a public hearing in the construction area. | • Post a notice in front of the site<br>• Community visit for building relationship<br>• Survey of impacts on the surrounding communities of the project.<br>• Receive comments from people living in the community individually.<br>• Community visit to provide help<br>• In case of an emergency, provide support and reduce the difficulties for the community<br>• Line Group of Project Managers and community leader group | • Every time upon a new project or expansion of an existing project<br>• Always accessible<br>• Every time upon a new project or expansion of an existing project | • Preparing schedule of the construction period, traffic route and notifing the persons concerned of unsafe areas/places<br>• Provision of channels/ methods for receiving complaints from the communities<br>• Development of the communities surrounding the project/joint activity with the communities and the society/community development, e.g. public utility development (road construction, public lighting, canal dredging, etc.)<br>• Human Rights Policy<br>• Awareness raising to make employees conscious about their responsibilities towards the society and environment |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| | • Taking social responsibility in terms health and security<br>• Compliance with Environmental<br>• In case of an emergency, the Company will take part in providing help and reducing the difficulties for the community, e.g. flooding<br>• Pay attention to the social and environmental impacts that will occur during the construction process or activities that occur | | • Employees sign for an acknowledgement of the policy upon working<br>• 56-1 One Report<br>• Sustainability report<br>• Executives of every department report the results to the meeting<br>• Supalai1720<br>• Social-media and public bulletin boards<br>• Communicate and raise awareness among all employees<br>• Every employee signs to acknowledge the policy upon starting work. | | • Policy on corporate social and environment responsibility<br>• Prevention of noise, dust and impacts from construction and allowing private individuals to study and visit. |
| | • Sharing experiences and knowledge with the society | • Participate in various activities with the Company, e.g. student trainee activity, Open House, etc. | • Jointly conduct activities between the Company and universities | • According to the plan | • Provision of opportunities for both government and private educational institutions to have study visits<br>• Contact and coordinate with various universities for training attendance.<br>• Conduct various activities with universities, e.g. student trainee activity, Open House, etc.<br>• Adopting policy on internship |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| 5. Environment | • Utilization of resources with cost-effectiveness<br>• Energy efficient home design<br>• No negative impact of the construction on the environment and surrounding communities.<br>• Consideration on environmental impact including conservation of energy and natural resources in the area for project development<br>• Maintaining biodiversity in the project development areas<br>• Responsibility in climate management<br>• Climate, energy, water management | • Survey of impacts on the surrounding communities of the projects<br>• Receiving comments from residents of the communities individually<br>• Community visit for giving help<br>• Community development | • Communicate its policies on the Company Website<br>• 56-1 Annual Report<br>• One Report<br>• Supalai1720<br>• Social-media and public bulletin boards<br>• Executives of every department reports the 56-1 One Report to the meeting | • Every time upon a new project or expansion of an existing project | • Adopt the policy on the treatment towards the community, society and environment<br>• Quantity/statistics in natural resources conservation<br>• Quantity/statistics of the causes for environmental pollution<br>• Responsibility in climate management<br>• Set the objectives and procedures for carbon footprint reduction<br>• Adopt climate management policy that can be materially measured, as one of OKRs |
| 6. Supplier/ Vendor | • Receiving fair profit<br>• Continuous buying order<br>• Having growing business together<br>• Cross organizational knowledge sharing | • Supplier Evaluation<br>- Before registration as supplier<br>- After deliveries of goods or services<br>- Annual appraisal | • Meetings/seminars with suppliers/vendors<br>• Communicate its policies on the Company Website<br>• Line Group | • Upon a request for supplier registration<br>• Upon the delivery of goods/services<br>• Once a year | • Policy on fair and equitable treatment of Suppliers<br>• Having contract and terms and conditions<br>• Having communication channels for accepting new suppliers or receiving complaints |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| | • Communicating customer needs and expectations<br>• Having clear contacting steps<br>• Having clear criteria for selection and procurement<br>• Know the business approach of the Company | • Meetings<br>- Follow up on the progress of the project<br>- Platform for opinion expression of stakeholders<br>• Signing in the Supplier Code of Conduct after being selected in the Approved Vendor List (AVL) or annual supplier evaluation | • E-mail and letters<br>• Send Email / telephone for coordination<br>• Online survey form<br>• Sending Email/registered post with advice of receipt/coordination by making telephone call | • According to the meeting plan<br>• Once a year | • Vendor evaluation<br>• Bidding under designated framework and methods<br>• Communicate and follow up on suppliers/vendors to sign in the Supplier Code of Conduct after being selected in the Approved Vendor List (AVL) or annual supplier evaluation |
| 7. Contractor / Delivering partner | • Fair remuneration<br>• Procurement price is in line with the current material and labor costs<br>• Continuous employment<br>• Growing business together<br>• Contractor's electronic payment system<br>• Sharing Knowledge and enhancement of labor skill<br>• Fair and transparent selection and evaluation<br>• Having clear criteria for selection and procurement | • Supplier Evaluation<br>- Before registration as supplier<br>- After deliveries of goods or services<br>- Annual appraisal<br>• Meetings<br>- Follow up on the progress of the project<br>• Platform for opinion expression of stakeholders | • Upon making procurement contract<br>• Project meeting<br>• Seminars jointly organized by contractors and the Company<br>• E-mail and letters<br>• Online survey form<br>• Upon any revision/ amendment/addition of various construction details related to the contractor<br>• The period as specified in the practice of Construction Department (both horizontal and high-rise building projects | • Upon a request for supplier registration<br>• Upon the delivery of goods/servicess<br>• Once a year<br>• According to the meeting plan | • The Company has contractors with expertise and quality<br>• Jointly develop construction process for greater efficiency<br>• Organization chart/ List of responsible persons for the purpose of coordination<br>• Communication channels or complaints<br>• Contractor evaluation under the rules and standards prescribed by the Company<br>• Organize trainings for potential development in terms of skills/ construction standards for contractors, including the areas of safety and occupational health) |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| | • Communicating and understanding customer needs and expectations<br>• Having clear contacting steps<br>• Providing and caring for the area/environment of workers' housing facilities<br>• Improve the quality of life of construction workers | | | | • Training on the right to social security for suppliers and contractors |
| 8. Government Agency | • Complying with requirements, laws/ regulations as prescribed by the government<br>• Social and Environmental Responsibility<br>• Cooperating with government agencies as requested | • Discussion and receiving comments<br>- Platform for opinion expression of stakeholders<br>- Case by case | • Letters sent by E-mail<br>• Telephone<br>• Meet, clarify and present reports to relevant government agencies<br>• Submit relevant documents to government agencies | • Once a year<br>• According to the plan | • Internal or external study and training in respect of business related laws |
| 9. External Regulators | • Operating business with transparency and good corporate governance<br>• Strictly complying with SET regulations<br>• Sustainable business operations, taking into consideration the economic, social and environmental dimensions | • Discussion and receiving comments<br>- Platform for opinion expression of stakeholders<br>- Case by case<br>• Annual report<br>• Sustainability report<br>• CG Contest<br>• E-mail | • Telephone or E-Mail<br>• CG Contest<br>• Press release via Set Portal<br>• Organize Focus Group meetings with suppliers and external experts<br>• 56-1 One Report | • Once a year<br>• Always accessible<br>• Once a year<br>• Once a year<br>• Once a year<br>• Always accessible | • Report on Sustainable Development Operations<br>• Corporate Governance Policy and Code of Conduct<br>• Operate according to the requirements prescribed by the Stock Exchange of Thailand<br>• Results of business and social innovation creation |

| No | Needs and expectation of related parties | Participation | Communication Channels | Frequency | Company responses |
|---|---|---|---|---|---|
| | | • Announce the quality policy on the Company website for employees and stakeholders information<br>• Disseminate news via Set Portal<br>• Arrange Focus Group meeting with suppliers and external experts<br>• Communicate through annual report and sustainability report | • Report the performance on sustainable development | • Always accessible | • Respecting human rights<br>• ESG activity<br>• Innovation Award Contest |
| 10. Banks | • Customers wishing to buy a house and apply for a loan have repayment ability<br>• Customers can apply for the credit limit they want (low rejection rate) | • Discussion and receiving comments<br>- Platform for opinion expression of stakeholders<br>- Case by case | • Telephone or E-mail<br>• Meetings | • Once a year<br>• Always accessible | • Customers who apply for a loan with bank receive higher approval rate and special interest rate |
| 11. Mass Media | • Receiving information from the Company to be disseminated to the public | • Discussion and receiving comments<br>- Platform for opinion expression of stakeholders<br>- Case by case | • Provide information via E-mail/Line/Telephone<br>• Press conference<br>• Activities | • Once a year<br>• Always accessible | • Launching of project<br>• Company's work plan<br>• Operational results<br>• Activities |

# 3.3 Sustainability Management in Environmental Dimensions

## 3.3.1 Environmental Policies and Guidelines

Supalai Public Company Limited and its subsidiaries are committed to the business leadership through innovation and sustainable development. The Company realizes that the key issue driving the business to grow sustainably is the environmental management. As a result, the Company formulates this policy to ensure the effective and efficient practices in environmental management.

Such policy includes the business operations of its subsidiaries and associated companies. The guidelines are as follows:

1. The Company establishes the policy on environment as a part of its business operation, ranging from procurement of environmentally friendly materials, production, delivery of products, marketing and sales, after-sales service, supply chain management, and waste disposal, by taking into account the reduction of environmental impact, environmental protection, climate management, and adaptation to climate change. The operations are in line with the Company's greenhouse gas reduction goals, including the conservation of ecological biodiversity through cost-effective use of resources.
2. The Company establishes environmental management system as a part of its business operations, including the continuous development and the audit and assessment of the management system in order to enhance environmental implementation.
3. The Company assesses materiality and performs the environmental and climate management and establishes key indicators and strategies to achieve the goal of operations.
4. Employees, customers, business partners, and related stakeholders are encouraged to enhance knowledge and awareness of environmental and climate management.

To cultivate this environmental policy as a part of the corporate values and implement it concretely, all employees are required to perform appropriate actions based on business operations in order to be consistent with the Company's vision.

### 3.3.1.1 Environmental Management Goals

The Company has set environmental operation goals in order to create a balance between business development and reduction of environmental impacts through policies with responsibilities towards the community, society, and the environment. With awareness of the importance of maintaining biodiversity and ecosystems, resource use, and climate management, the Company has placed emphasis on driving innovation in green housing in both houses and condominiums. Supalai, therefore, selects construction materials with an emphasis on saving energy, reducing heat, reducing water use, reducing waste and reducing greenhouse gas emissions. It has also continued the Waste Management project in its construction process on a sustainable basis, while taking into account construction innovation and technology. The Company has also participated in planting additional new trees and taking care of existing trees sustainably in order to return nature to society. Important aspects are as follows:

#### 1. Direct and indirect greenhouse gas emissions

**Goals**

- Medium-term goal is to reduce greenhouse gas emissions by 40% from BAU (business as usual) by 2030 in Scope 1 and 2.
  - Scope 1 : Direct greenhouse gas emissions.
  - Scope 2 : Indirect greenhouse gas emissions, through purchasing.
  - Scope 3 : Indirect greenhouse gas emissions that are beyond control (Indirect Value Chain Emissions).

**Operating results in 2023**

- The amount of greenhouse gas emissions of the organization in Scope 1 is 1,145 tons of $CO_2$ equivalent, and that of Scope 2 is 9,085 tons of $CO_2$ equivalent, making a total of 10,230 tons of $CO_2$ equivalent. The amount derives from business expansion of 188 projects including both newly launched projects and projects being developed in Bangkok and its vicinities, and in provincial area. Among these projects includes the Supalai Grand Tower - an office building for rent, which is the Company's headquarter.
- Received ISO 14064-1:2018 certificate, an international standard for verification of quantity measurement and greenhouse gas emission report at an organizational level, as well as a certificate from Thailand Greenhouse Gas Management Organization (Public Organization) or TGO.
- Advance Energy Plus Co., Ltd. is the consultant to prepare reports on greenhouse gas emissions.
- Bureau Veritas (Thailand) Co., Ltd. is the verifier.

## 2. Energy consumption

### Goals

- Reduce the organization's electricity use by install solar cells on the roof of a mobile guardhouse in low-rise projects and UFO solar cells for use in gardens in new projects in order to reduce electricity use and carbon emissions.
- Install solar cells at Supalai Grand Tower to reduce electricity use and carbon emissions.
- Set a goal to install 15,000 units of solar rooftop for new projects by 2028.
- Replace 7 Company's gasoline cars with electric cars by 2024.
- Promote 100% use of gasohol E20 in Company's cars.
- Install a highly efficient chiller plan air conditioning system in the entire Supalai Grand Tower by 2024.

### Operating results in 2023

- Installed solar cells on the roof of a mobile guardhouse in low-rise projects in Bangkok and vicinities. Electricity use was reduced by 3.43 kilowatts per day.
- Installed 500 watts UFO solar cells in the gardens of Company's projects for use at about 8-10 hours per day, namely Supalai Pride, Nakhon Sawan (36 units) and Supalai Palm Springs, Nakhon Ratchasima (8 units). This can save about 320,000 baht of electricity cost.
- Installed 11 units of 500 watts UFO Japanese flag solar cells in the gardens of Supalai Lake and River Ville, Nakhon Sawan for use at about 8-10 hours per day, and installed 6 units of 600 watts advertising billboard solar cells. This can save about 120,000 baht of electricity cost.
- Installed solar cells of approximate 450 kWp at Supalai Grand Tower. From the start date on April 1, to December 31, 2023, it could produce 330,397 kilowatts of electricity, representing a total reduction of greenhouse gas emissions of 197.78 tons of carbon dioxide equivalent.
- Installed 1,485 units of solar rooftop in new projects, approximately 7,600 kWp. This could produce 10,541 kilowatts of electricity, representing a total reduction of greenhouse gas emissions of 6,309,843 tons of carbon dioxide equivalent. Electricity cost of 47.67 million baht was saved.
- Replaced 4 Company's gasoline cars with electric cars.
- Gasohol E20 was used for all Company's central cars.
- From using solar power, greenhouse gas emission was reduced. It is expected that 857,250 units of electricity per year could be reduced, which would save more than 4 million baht per year on electricity cost.

## 3. Water usage

### Goals

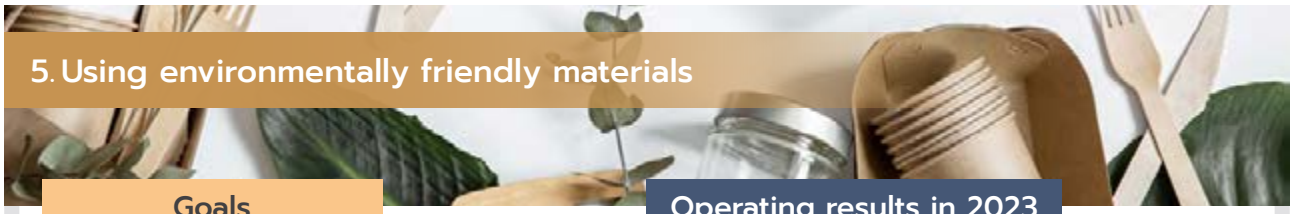
- Using water in the cooling system for double benefits. Water from the cooling system could be used for watering plants and wash roads around Supalai Grand Tower 1,800.000 liters per year.

### Operating results in 2023

- Approximate 1,800,000 liters per year of water and water costs of 30,600 baht per year could be saved.

## 4. Garbage and waste management

| Goals | Operating results in 2023 |
|---|---|
| • Reduce construction waste to not exceed the standard of 3,300 tons: 110,235 square metres | • The first pilot project of Supalai Park Ekamai Pattanakarn. |
| • Waste Management in the construction process By setting work guidelines To appropriately reduce the amount of loss of construction materials and can manage scrap construction materials to maximize value.<br>  • Reduce usage<br>  • Finding ways to reuse renewable materials<br>  • Reusable | • Replaced wooden pallets with plastic pallets during construction in condominium projects. This could reduce wooden pallet waste equivalent to approximately 20,000 pieces.<br>• New method of pipe connection used less materials, for example, calculated quantity of pipes used in the shop drawing process, using made to order pipes to avoid excessive pipes, inventing new pipe connections using 4-way pipes. Space was designed to fit tile size to ensure smallest amount of tile scraps.<br>• Used leftover concrete to make road subbase, recycling scrap materials into new products, for example, construction material straps are woven into baskets. Lightweight brick scraps are made into water-saving plant pots. Unused vinyl signs are turned into borrow-return bags.<br>• Cleaned the concrete truck mixer in a pond so that the concrete scraps are used as a subbase layer of project road.<br>• Concrete overflowed from casing in the sediment removing process was used as a subbase layer of project road.<br>• Selected ceiling size that fits the area to reduce leftover material. The excessive ceiling materials were recycled into new ceiling with the same standard quality.<br>• Concrete spacer samples were used as pavement tiles.<br>• Labor camps used knock-down houses which were easy to assemble and disassemble, and could also be relocated to other projects. Pilot project at Supalai Ville Hua Hin project, 60 rooms. In the first quarter of 2024, it will be expanded to 6 new projects with a total of 460 rooms.<br>• In projects under construction, waste bins were separated into 9 types for scrap paper, cans, scrap foam, glass bottles, hazardous waste, wet waste, infectious waste, plastic waste, and plastic bottle caps - to ensure easy and systematically waste management. |
| • Change to zero waste at Supalai Grand Tower. | • Helped reduce waste by 24 kilograms per year.<br>• Installed an electronic waste collection point.<br>• Organized the activity “SUPALAI, the more you separate, the more you gain” in the Recycle Day event. During the activity period of approximately 3 months, 295.60 kilograms of waste could be collected. Carbon footprint was reduced by 730 kilograms of carbon dioxide equivalent to planting 76 large trees. |



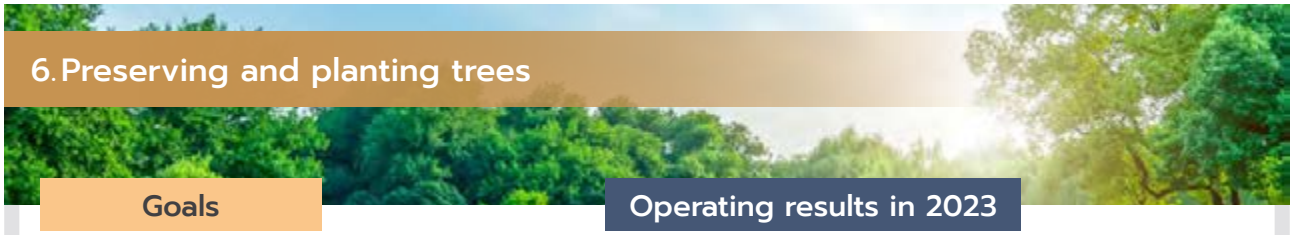
## 5. Using environmentally friendly materials

### Goals

- Procurement must take into account product quality, and choose construction materials that are friendly to society and the environment by selecting main sources of materials that help save energy and resources, reduce global warming, and are environmentally friendly (Green Procurement).

### Operating results in 2023

- Selected construction materials that were certified with the SCG Green Choice label from SCG. For examples, use of Cotto faucets and sanitary ware helped to reduce household water use by up to 516,787,053 liters per year.
- CPAC environmentally friendly materials, SCG lightweight bricks and eaves reduced greenhouse gas emissions from the material production process at 608 tons.
- Ceramic floor and wall tiles, Grace Porcelain Tiles, Cotto mosaic tiles helped save water from material production at 7,650,132 liters.
- Replaced the use of natural sand with SCG thermal insulation.
- CPAC model of SCG concrete roof tiles (group of Green Label products), Diamond brand roof tiles can replace the use of cement.
- SCG Blue Scope prefabricated roof with zero waste policy in the production process could replaced the use of steel.
- Eeco Power system water faucets were installed in club house of low-rise projects (generate electricity by circular water turbine). This type of faucets consumed less water than normal faucet. Cotto faucet uses 4.8 liters per minute while Eco Power water faucet uses 1.7 liters per minute. It could save 11,160 baht per year per project. After installing in 9 projects, it helped to save 100,440 baht/year.
- Increased business partners in provincial projects to save fuel in transportation and traveling to install in place of long distance. This system was used with solar cell, automation, and access control product groups. With quick service, service level was raised for Supalai customers. This also resulted in potential development for provincial business partners so that quality of work would be delivered with the same standards.
- Developing and designing innovative "TAKA" storage tanks, DOS is a multifunctional storage tank The DOS Natura water tank adopts DOS Ag+silver Combac antibacterial technology, mixed in 99.99% antibacterial material. It has already been used in the project.
- A new direct to metal primer and topcoat system has been developed using TOA, reducing paint working time to 10 hours.



## 6. Preserving and planting trees

### Goals

- Preserving existing trees in development projects.

### Operating results in 2023

- Preserved existing tree tunnel consisting of 71 raintrees at Supalai Tuscany Project, Don Kaeo-Mae Rim.
- With Care the Wild activity, 10 rai of land was afforested. The total of 2,000 trees planted could absorb 6.3 tons of carbon dioxide per rai.
- Landscaping and planting of 250 Korean banyan trees and 23,000 star daisies at Supalai Elegance Project, Phaholyothin 50 can help absorb carbon dioxide and create green space that can serve as a dust filter wall as well.

## 3.3.2 Environmental Performance

### 3.3.2.1 Preserving Biodiversity and Ecosystems

**The Company has set environmental management goals by allowing all related departments to be able to measure carbon footprint value in terms of quantity, and the Company has received ISO 14064-1 : 2018 system certification, which is an international standard for verification of quantity measurement and reporting results of greenhouse gas emissions and reductions at the organizational level from the Greenhouse Gas Management Organization (Public Organization) or TGO in 2023** with Advanced Energy Plus Company Limited (AEP) serving as a consultant on the preparation of carbon footprint reports for organizations (CFO) and Bureau Veritas (Thailand) Co., Ltd. as the verifier. The period of 1 Jan - 31 Dec 2023 has been set for the calculation of the amount of greenhouse gas emissions according to the scope of work of Supalai Public Company Limited, which includes the Supalai Grand Tower building, which is the head office, the low-rise projects and condominium projectss throughout the country. They are divided into,

- Scope 1 : Direct greenhouse gas emission.
- Scope 2 : Indirect greenhouse gas emission (that has been purchased).
- Scope 3 : Indirect Greenhouse Gas Emissions that are beyond control (Indirect Value Chain Emissions)

**In 2023, the company reported the organization's greenhouse gas emissions in Scope 1 and Scope 2, totaling 10,230 tons of carbon dioxide equivalent. It comes from business expansion by launching a total of 188 projects comprising both new and under the process of developing in Bangkok, its vicinities and in the provincial areas, including the Supalai Grand Tower building where commercial business is being conducted. The Company has set a medium -term goal to reduce carbon footprint by 40% from BAU (Business As Usual) by the year 2030 for Scope 1 and 2, and has set a short-term goal to reduce carbon footprint by 25% within 3 years for both Scope 1 and 2 as well.**

The development of residential projects requires a lot of construction resources, ranging from building materials, water resources, land use, transportation, as well as impacts on the environment and surrounding communities. Therefore, the company places importance on environmental management in order to make business development balance and reduce environmental impacts through the policy on responsibilities towards communities, society and the environment (sustainable development policy) from the process of land acquisition for project development, project construction both during and after construction, for confidence in the Company's operational approach.

## 1 Project Layout and Design with Environmental Consciousness

**1.1 The building layout plan in relation to the direction of sunlight and natural winds.**

The design of the building under the project plan considers the placement of the building to enable wind blowing and good ventilation. There is also environmental impact assessment and analysis from sunlight blocking and the wind direction at each time of a day and in each season in order to minimize the impact. Remedial measures are taken in accordance with the study guidelines and the preparation of environmental impact analysis reports.

**1.2 The project layout plan that takes into account the management of land excavation and fill.**

Before the design, the project will explore the elevation of the existing soil within the project and surrounding areas, to be used as design reference and setting new levels of the project. There is calculation of the volume of excavated soil during the construction stage, such as piling, foundation work, construction of groundwater tanks, wastewater treatment ponds, retention ponds, and soil excavated from laying drainage systems and rainwater wells. Upon knowing the total volume of excavated soil, the calculation will be made back to determine the soil elevation after filling. The concept is to manage the use of all the excavated soil for re-leveling in order to minimize the volume of soil left for disposal outside or minimize the need for bringing in soil from outside for filling within the project which will reduce the environmental impact from the change of the area features. In addition, it also reduces air pollution caused by machinery and engines used for soil transportation into and out of the project area, as well as the traffic congestion in the nearby areas.

**1.3 Rainwater management within the project (Zero Discharge)**

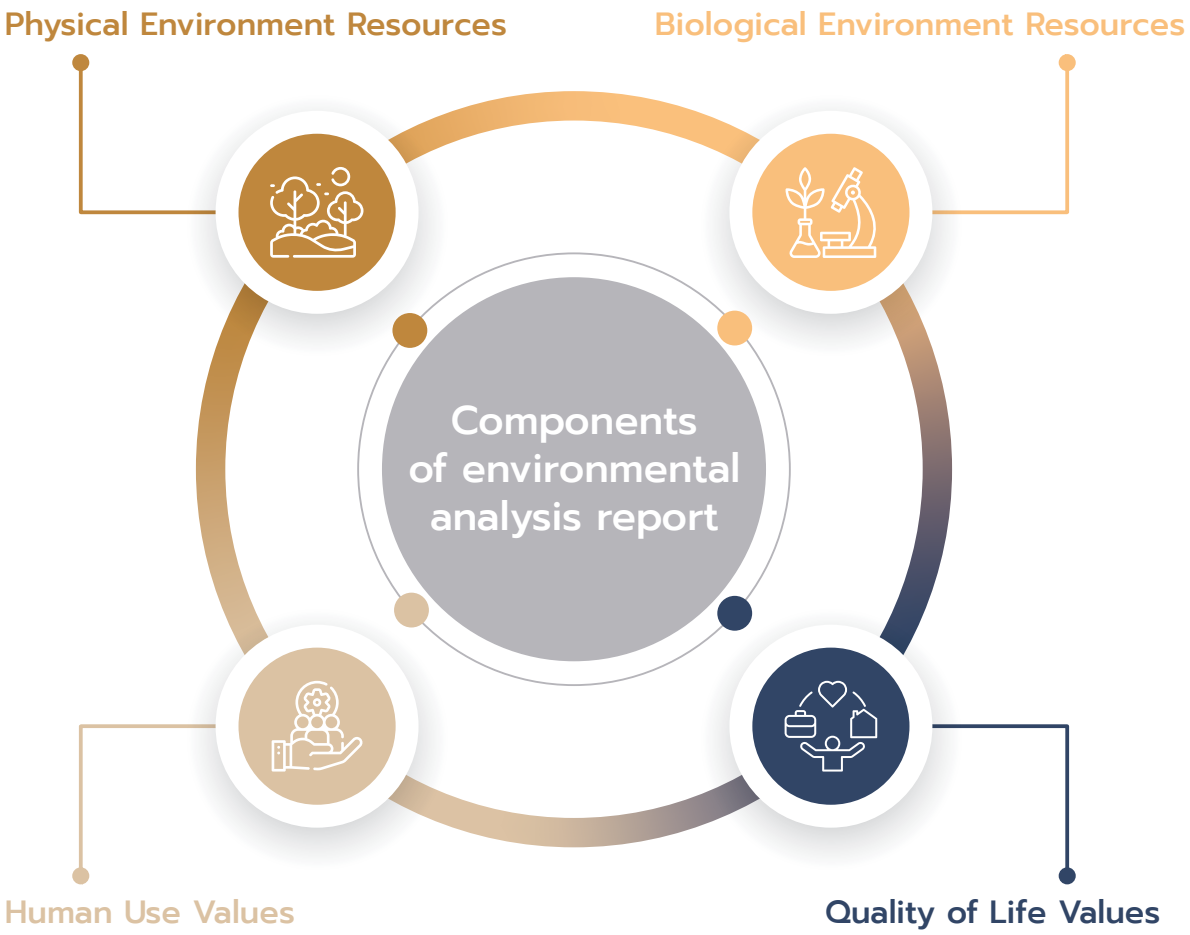
The layout of the project area will be made with a slope design to allow the natural flow of water and a green area design to enable the rainwater absorption of the surface and storing of the remaining rainwater at the retention pond, which is designed for adequately retaining water and allowing water penetration through the ground. There will no rainwater discharged outside the project, causing drainage floods.

### 1.4 Survey and conservation of existing perennial plants before developing a project

In the survey process before designing a project layout plan, the survey applies an approach of conserving and preserving existing perennial plants in the area, especially economic trees. The layout plan will be designed in such a way that the trees are kept in its existing position or are transplanted.

## 2. Environmental Impacts Preventive and Corrective Measures

The company is committed to developing quality projects along with environmental care. The operational procedures taken by the Company are consistent with government agencies requirements. There must be preparation of Environmental Impact Assessment (EIA) reports to study and assess the environmental impacts, both positive and negative, from project development that will affect the environment in all aspects, including natural resources, economy and society. In this regard, there will be measures for environmental impact prevention and correction, as well as monitoring measures to find ways to minimize possible negative environmental impacts from the development of the Company's projects. The study shall cover 4 environmental areas as follows:




1. **Physical Environment Resources:** study the impacts on physical environment, namely landscape, soil erosion, air quality, noise and vibration, water quality.

2. **Biological Environment Resources:** study changes in various aspects to the ecosystems, namely forests, wildlife, aquatic animals.

3. **Human Use Values:** study the human use of physical and biological resources, i.e., land use in accordance with the regulations and city plan in that area, transportation and traffic, public utilities, drainage.

4. **Quality of life Values:** study the impacts on human beings, communities, economic system, occupation, public participation, culture and traditions, beliefs, values, including scenery, worths, beauty.

For every project constructed by the company, **an environmental impact analysis report** will be prepared in accordance with the guidelines defined by the Office of Natural Resources and Environmental Policy and Planning and the Office of Environmental Impact Analysis. The scopes of operations are as follows:

**1. Preparation of project details**

It is mainly based on project design data, which specify the type, size, project location, activity features, various elements of the project used by the elderly and people with disabilities, selection of materials and equipment used in design and construction to reduce environmental problems, utilities and public facilities such as water usage, drainage, wastewater and sewage treatment, solid waste management, fire prevention and extinguishing systems, and green spaces in the project in accordance with sustainable development, etc.

**2. Study of the existing environment in the nearby project area**

The study covers 4 aspects of the environment, namely, physical environment, biological environment, human use values, and quality of life values. There will be collection of relevant data from study report and/or a survey of the existing environment.

**3. Environmental impact assessment by preparing project information and activities**

Study the potential impacts, positive and negative, on the environment at the project sites and nearby areas, that are likely to occur both during and after construction.

**4. Determination of proper measures for preventing, correcting and reducing of environmental impacts, as well as measures for environmental quality monitoring.**

**Benefits for the preparation of an environmental impact analysis report are as follows:**

- Can be used for efficiently planning of environmental works.
- To consider the environmental impact and severity caused by the development of the project.
- To enable the Company to properly define preventive and corrective measures against the likely impacts and to accurately forecast important environmental issues.
- Being used as supporting information for decision making in environmental management investment.

The construction work of each project may cause impacts on the environment and other resources, both during and after the construction, as follows:

**1. Project construction phase**

It is a time when the communities surrounding the project are concerned that the construction of the project will cause environmental pollution such as air pollution, dust, noise, vibration, sewage, garbage, as well as insecurity of life and property from the construction of the project.

**2. Post-construction phase**

The living of the project's customers may cause transportation and traffic impacts, obscuring of views to neighboring areas, water quality problem of public water source and solid waste problem. In order to prevent the potential impacts, the Company has defined preventive and corrective measures against environmental impact, for strictly compliance by the Company and its contractors.

The Company has designed the project by taking into account the environment impact in every aspect. The project has prepared an environmental impact assessment report and determined measures to prevent and correct environmental impacts in 2023, which is the Supalai Parc Ekkamai - Pattanakarn project. The said project has been signed by an authorized signatory of the Company, which has also received approval from the Expert Committee for Consideration of the Environmental Impact Assessment Report. The Company has also strictly followed measures to prevent and correct environmental impacts.

Supalai Parc Ekkamai - Pattanakarn Project

In addition to the design of the project building according to the standards required by law, the Company furthers its design of project building to a higher standard than the legal requirements and also environmentally friendly. Not only for residential condominium projects that require the preparation of an environmental impact assessment report. For low-rise projects, the Company also attaches importance to the continuous development of the projects along with environmental protection. These include the designing of green spaces over the requirements to make the project environment closer to nature, preserving of existing perennial plants in the project area by keeping them in the same position or transplanting, selection of building materials and sanitary ware that are environmentally friendly.

Supalai Tuscany
Donkaew - Mae Rim Project

## 3.3.2.2 Resources Use

The Company exhibits its intention and commitment to energy conservation by setting out policies on energy conservation to serve as its guidelines for energy-related operations and to encourage energy consumption in a way that ensures efficiency and maximum benefit. Relevant measures have also been established in the areas of management of electrical and water energy, waste management and/or reduction of pollution and greenhouse gas emissions in order to mitigate energy and environmental impacts as detailed below.

### 1. Electrical Energy Management

#### 1.1 High-Rise Building Projects

- Electricity consumption within construction sites will not affect electricity consumption of the community. Electricity in each project will be supplied through a temporary electricity meter received from the Metropolitan Electricity Authority / the Provincial Electricity Authority. Relevant measures are as follows:
  1. Follow applicable rules and seek permission for electricity consumption within construction sites from the Metropolitan Electricity Authority / the Provincial Electricity Authority.
  2. Install electrical equipment within construction sites in accordance with relevant standards. An energy-saving campaign will be also launched to encourage energy efficiency in many ways, such as turning off lights or electrical appliances when not in use.
  3. Arrange for electrical technicians to supervise relevant operations.
- Renewable energy was used, including solar energy for public lighting within construction sites or for the ventilation system of project sales offices.

Installation of solar panels within a construction site.

Use of the solar-powered ventilation system at a project sales office

### 1.2 Horizontal Construction Projects

- Rooftop solar panels were installed at newly launched horizontal construction projects, including sales offices, model houses, clubhouses and common areas of each project, togenerate clean and renewable energy for consumption. They can help to save electricity by approximately 25 percent per year. The Company set its goal to install rooftop solar panels for 8,000 units at newly launched projects by 2025.

- Solar panels were installed on rooftops of mobile security booths within each project area to save electricity and reduce the use of wires and equipment. They can save 3.43 kilowatts of electricity per day.

### 1.3 Supalai Grand Tower

- Solar panels were installed on the rooftop floor and the parking building at the Supalai Grand Tower, the head office building, to increase the use of clean energy instead of electricity in a preliminary phrase. Electricity, generated by solar panels, is delivered to the electrical system and electrical appliances in common areas within the building. The total clean energy production capacity is expected to reach more than 330,397 kilowatts per year. Solar panels help to reduce 197.78 tons of carbon emissions per year and save 2.3 million baht of the building's electricity cost in average per year. They are considered another alternative energy source that helps to save electricity cost in the long run.

- The Company initiated an energy-saving campaign at the Supalai Grand Tower to encourage a reduction of electricity consumption, through public relations media within the building, including the delivery of PR emails to tenants within the building, to create awareness and participation in energy conservation.
- The maintenance or cleaning plans for the electrical system within the building and electrical appliances are regularly implemented to ensure their operational efficiency and safety to reduce electricity consumption for repair works and to prevent potential damage to the electrical system and business losses.
- Public relations activities have been carried out in the building to create cooperation in turning off lights whenever not in use and after work.

## 2. Water Resources Management

### 2.1 High-Rise Building Projects

- To facilitate water consumption of construction workers, the Metropolitan Waterworks Authority or the Provincial Waterworks Authority will be asked to install a temporary water meter. Relevant measures are as follows:

  1. Procure sufficient water reserves, by applying for permission to install a temporary water meter from the Metropolitan Waterworks Authority or the Provincial Waterworks Authority to prevent impacts on water consumption of nearby communities or areas.
  2. Encourage or supervise construction workers to use water efficiently, turn off taps when not in use or stop water leaks without being used for any other purposes.
  3. Procure sufficient drinking water to meet the needs of construction workers.

Areas inside construction camp at a high-rise building project

- Recycled water was used to clean within construction sites.

Use of recycled water to clean construction site

- Regarding water treatment, each project treated water before releasing it into public water sources and conducted water quality analysis once a month, throughout the construction period

### 2.2 Horizontal Construction Projects

- **The drip irrigation system** was used to water plants in project common areas. It can save water more efficiently than other irrigation systems, allow water turn-on or turn-off, improve water efficiency and prevent flooding.

### 2.3 Supalai Grand Tower

- **Public relations activities** have been carried out to create cooperation in turning off taps whenever not in use and in monitoring to ensure water shutoff after work in the building.
- **The maintenance of the water supply system** is regularly conducted to ensure its operational efficiency in both office building and at construction sites and to reduce water loss from equipment damage. In addition, after the establishment of the condominium juristic person, the Company will dispatch a survey team to regularly inspect and maintain the performance of relevant machinery to ensure its readiness every six months, one year and two years.

## 3. Waste Management and/or Pollution Reduction

The Company has established the guidelines for driving the organization towards sustainable business operations that consider the environment, both directly and indirectly, as a priority, to be prepared for the development into a low-carbon organization. One of its important missions is **the management of waste and leftover construction materials**. In collaboration with business partners in the construction industry, the Company has developed innovations and construction processes and set out effective management plans for Supalai housing and condominium projects in order to mitigate environmental impacts to reduce the loss of construction materials and to manage construction waste in a way that generates value and maximum benefit, until it becomes environmentally friendly. Currently, various innovations are used in various Supalai projects. The Company has also promoted its concepts and shared its experiences with the general public. Examples are as follows:

- **Reduction of consumption**. New piping approaches were initinitiated to reduce the consumption of materials, including calculation of the amount of pipes to be used since the stage of shop drawing, use of made-to-order pipes in an amount equal to the required consumption, initiation of a new pipe connection method through the use of cross fittings and installation of pipes for fire extinguishing systems without using pipe fittings. This can help to reduce the use of unnecessary materials and the amount of pipe waste, equivalent to hundreds of kilometers in length. In addition, the space of each room was designed based on the size of floor tiles to be used so as to minimize tile waste.

- **Ways to reuse of renewable materials** have been introduced, including using reusable plastic pallets instead of wooden pallets to support lightweight concrete blocks in the construction process. This helps to reduce wooden pallet waste, equivalent to approximately 20,000 trees.

- **Recycling has been conducted** by using concrete waste for the construction of road subbase and recycling scrap materials into new products, such as construction material straps being woven into baskets, lightweight concrete scraps made into water-saving plant pots, and unused vinyl banners made into reusable shopping bags for lending.

In addition, the Company has organized the **"Supalai Self-Proved"** campaign to invite the general public to prove that construction innovations can actually help protect the environment through the **Supalai Waste Meter, which measures the amount of construction waste from various Supalai projects to be controlled to be lower than the specified standard** criteria. The meter is displayed to show participants that the Company can actually reduce the amount of waste and to force it not to generate waste in an amount exceeding construction standards. **Everyone can come to prove the environmentally friendly construction at the first construction site of the Supalai Park Ekkamai-Pattanakarn**.

### 3.1 High-Rise Building and Horizontal Construction Projects

#### 1. Encouraging Waste Management in the Construction Process

1.1 Upon completion of pouring concrete, truck mixers were cleaned, whereby concrete waste was released into a pond prepared within a construction site for further compaction into the subbase layer of project roads.

1.2 Concrete, the part of which overflows from casings in the process of removing sediment after pouring concrete into cast-in-situ bored piles, was collected for further construction of the subbase for project roads.

**2. Cooperation with business partners in the construction industry in reducing the loss of construction materials and managing construction waste for maximum benefit.**

2.1 The size of ceilings was selected to match the size of each room to reduce ceiling waste. To manage existing ceiling waste, the unusable ceiling waste was recycled and reused with the same standard quality to reduce the loss of resources.

2.2 Concrete samples were collected to make sidewalk slabs.

2.3 Participating in designing DOS products "TAKa" a multi-purpose tank product built into the wall that comes with a receptacle for parcel boxes to replace the old style trash can with 3 functions in 1 to save space in front of the house, which works really well, and convenient for residents. It has a beautiful appearance design that fits the house in terms of house numbers, parcel boxes, letters, and trash cans. It is easy to install, everything is included in one place. The "TAKa" body is made from high quality plastic, which is strong and durable. It is also sun and rain protected, and can be recycled and reused.

2.4 Developing new primer and topcoat systems, which is Direct to Metal that can help reduce carbon dioxide and help reduce time for paint work by more than 10 hours from reduced application and drying cycles when compared to the original color format, while maintaining the same color performance.

2.5 Using of DOS Natura water tanks with the technology that mixed DOS Ag+ Silver Combac Anti-Microbial into the material, giving water tank the ability to inhibit the growth of bacteria present in the water, making it clean and safe as it can protects against bacteria up to 99.99%; currently, a total number of 4,501 tanks have been used in Supalai projects nationwide.

### 3. Use of prefabricated components for construction

The Company selected prefabricated components for construction that were already assembled at a factory to allow quality control to meet standards and to avoid generating construction waste. This included prefabricated bathrooms, doors and windows. This helped to mitigate direct impacts on nearby communities, including noise and dust pollution from a cutting process of the traditional installation system.

3.1 **Prefabricated bathrooms** were entirely constructed and assembled at a factory and transported to construction sites for installation, to reduce labour use and construction time and to prevent impacts on nearby communities.

3.2 **Worker residing camp buildings** were constructed through a knock-down method to facilitate quick installation, removal and assembly and to enable removal for further installation in the next project. This helped to encourage reusing and reduce construction waste.

### 4. Measures on waste segregation within construction sites

The Company seriously places importance on waste segregation within construction sites by preparing nine colors and types of bins for segregated waste collection at each construction site, namely, waste paper, cans, foam scraps, glass bottles, hazardous waste, wet garbage, infectious waste, plastic waste and plastic bottle caps in order to systematically separate waste and to facilitate sustainable waste management.

### 3.2 Supalai Grand Tower

- **Public relations activities for proper waste segregation**. The Company continues to carry out the "Zero Waste" project, by encouraging building tenants and its employees to jointly sort waste before disposal. This helps to reduce approximately 24 kilograms of waste per year.

- **Disposal points were installed to collect electronic waste,** such as smartphones, tablets, spare batteries, headphones, charging cables and other devices, to encourage proper segregation, separation and disposal of electronic waste for further management or recycling in line with international standards.

- **"Supalai, the More You Separate, the More You Get" activity**

  It is one of the activities intended to encourage social and environmental responsibility, in which the Company encouraged its employees and tenants in the Supalai Grand Tower to jointly turn waste into value at the Recycling Station. The Company and the Recycle Day cooperated in collecting waste into the recycling process to generate benefit instead of landfilling, whereby participants were encouraged to separate waste at the designated areas into three types, namely, plastic bottles (PET/PETE), aluminum cans, stretchable plastic bags and plastic films. The activity period covered three months in which 295.60 kilograms of waste were collected, helping to reduce 730 kilograms of carbon dioxide equivalent (carbon footprint), which is equivalent to the planting of 76 large trees.

### 4. Preservation of large trees in project areas

The Company is aware of the value and importance of trees existing on the land before development. To ensure management of the environment and development of landscape and green spaces in line with its business growth plan, the Company preserved large trees to enhance the quality of life, reduce heat and mitigate the impacts of air pollution. Furthermore, green spaces were developed at both high-rise building projects and horizontal construction projects to reduce greenhouse gas emissions.

The Supalai Tuscany Don Kaeo-Mae Rim project was designed to blend in with nature. All existing tree tunnels and large trees were preserved, including 71 rain trees at the entrance of the project. A waterway was also maintained to allow water flow through the project to rice fields of local residents in the original way.

The Company improved the landscape and provided support for the planting of 250 Korean banyan trees and 23,000 little yellow star trees in front of the Supalai Elegance Paholyothin 50 project to help absorb carbon dioxide and developed green spaces to serve as a dust-filtering wall.

Construction site layout planning for each project focused on the comfortable living environment, whereby green spaces were designed to accommodate the way of living. At the Supalai Elegance Borommaratchachonnani 121 project, green spaces, public parks and a clubhouse were located in the front of the project area to serve as a buffer area between Borommaratchachonnani Road and residential zones inside the project area so as to help filter and reduce the levels of dust, smoke and pollution from outside. Double-layered doors were also designed to enhance the safety of project residents. Underground power cables were installed throughout the project area to enhance the aesthetic appeal and orderliness as well as to create the livable environment.

## 3.3.2.3 Climate Management

The Company recognizes the importance of climate change, which is an environmental problem facing the world today as human activities are one of the factors causing climate change and the temperature of the world increases continuously. The company sees the opportunity to participate in changing important global issues. It, therefore, is committed to being a part in reducing air pollution that causes greenhouse gases, which are major causes of global warming and climate change. Accordingly, it sets the way in which the business operates on climate change along with social responsibility.

The Company has adopted measures to reduce the impact of particulate matter (PM) and air pollution arising from the construction process of its projects, including those in Supalai Grand Tower (Head Office).

### Construction Projects

#### 1. Management Measures for Particulate Matter Impact

1.1 The followings are measures applied during the period when the concentration of particulate matter 2.5 microns (PM2.5) is exceeding the standard value:

- The project has cooperated with the government in complying with air quality prevention and mitigation measure in case of request for cooperation to stop construction activities, for example, when the concentration of particulate matter of 2.5 microns (PM2.5) in the air exceeds the standard.
- During periods when the concentration of particulate matter of 2.5 microns (PM2.5) in the air exceeds the standard, the project will stop carrying out activities that will cause such particulate matter.

1.2 Machines and activities that caused dust has been positioned as far away as possible from the dust recipient.

1.3 Flame-retardant mesh sheet is provided to cover the surrounding area throughout the height of the building.

1.4 Piles of materials that may cause dust in the construction area must not be stored.

1.5 Earthen trucks must be covered with a tarp while unloading the soil in and out of the construction site.

1.6 Machine must not be operated while not in use; and use electrical machinery to avoid using oil-based machinery.

1.7 Plan must be set up to use routes and time of material transportation to reduce dust and traffic problems by using vehicles for transportation, both type and time, according to the requirements of local traffic officers, and reduce the use of staff transport vehicles to the area by providing staff transportation instead.

1.8 Use construction equipment that produces less dust, such as semi-finished construction techniques to reduce dust dispersion.

1.9 Provide a water source to sufficiently spray water to reduce dust.

1.10 Use a closed system of transport that will produce dust, such as transporting construction materials to prepare a tarpaulin covering the back of every truck entering and exiting the project to prevent dust particles from spreading.

1.11 Arrange for workers and cleaning systems to be ready for use in the event that dust-causing actions are carried out and there must be specific measures in the field of waste management.

1.12 Workers are prohibited from burning garbage and construction materials within the construction site.

1.13 Open the excavation area as small as necessary, other areas that have already been opened must be sprayed with water to reduce the spread of dust.

1.14 Avoid scratching or piercing concrete surfaces; if it needs to be done, it must be sprayed with water before the concrete surface is pierced or scratched.

1.15 Sand piles on construction sites must be kept in a bund and always sprayed with water.

1.16 Powdered cement must be brought into the construction site in a sealed container.

1.17 Install a water spraying system after every 5 floors on the building and along the fence.

1.18 Transport construction materials between 10.00-15.00 hrs. (outside peak hours) with 10-wheel and 6-wheel trucks, in accordance with the traffic officer's announcement.

1.19 Always wash the wheels of the trucks before leaving the construction site.

1.20 Regularly improve the roads in the construction area to be in good working condition.

1.21 Use water to spray the road in the dry season or if the road is dry.

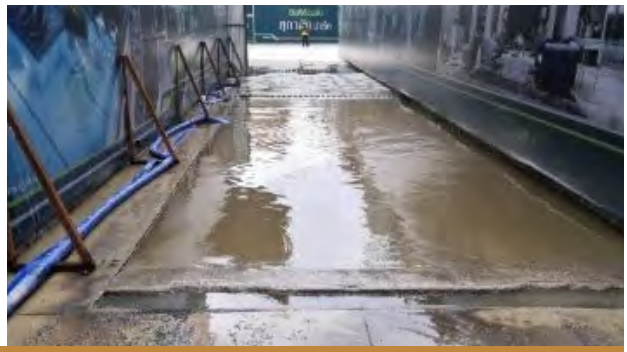
1.22 Post a signboard of speed limit at 25 km/h for all vehicles in the project and ensure that all vehicles exercise caution when operating within the project to reduce the impact on residents around the project.

Dust measurements are available, vibration and noise both within the project and nearby areas must meet the standard

Perform dust protection during construction using mesh sheet and install water spray around the building

The fence around the project is 6 meters high and temporary fence water spray is installed around the project to prevent noise and dust

Clean the project to reduce dust



Wash the wheels of the participating vehicles to prevent debris from sticking to the wheels of the vehicles onto the road

Cover construction materials with tarp to reduce dust within the project

Cover the rear of the trucks entering and exiting the project with canvas

There are waste separation measures within construction projects. and dispose of waste properly

Use a vacuum-able exfoliator to reduce dust and reduce pollution caused by architectural work

2. **Management Measures for Air Pollution Impact**

2.1 The engine must not be turned on while not operating.

2.2 Always check the machinery used for work.

2.3 In the project, the condition of the vehicles and their engines used in transportation must be always checked including vehicles for transporting workers and machinery to be in good condition to reduce pollution. The project would not use vehicles with polluted emission higher than standard value (not exceeding 50% when measuring with a smoke filter paper black measuring instrument or not exceeding 45% when measuring with an opacity measuring instrument) in the project.

## Supalai Grand Tower (Head Office)

The Company takes into account the hygiene and safety of those in the building and pays attention to the environmental issues of Supalai Grand Tower, which is the Company's headquarters.

1. A central HEPA Filter Fresh Air system has been installed in the building to filter PM 2.5 dust and disinfect with UV system before the air enters the fresh air system of the building, which helps to prevent harm to respiratory system of the people.
2. Condensing water from the main air conditioning system (Chiller Plant) can be re-used in a small air conditioning system (Cooling Tower) and the water from the cooling system can be used to water the plants around the project, which is the use of water in the cooling system twice free of charge; This saves about 1,800,000 liters of reused water used for watering plants and cleaning roads, reducing water bills by 30,600 baht/year. It is a free water use that saves the amount of water for watering plants by approximately 4 cubic feet/day or approximately 1,500 cubic feet/year.
3. There is a plan to install air conditioning systems in Supalai Grand Tower as a high-efficiency chiller plant system to produce cold water for air conditioners and reduce greenhouse gas emissions from electricity consumption. It is expected to reduce 857,250 units of electricity annually, saving approximately 4 million baht in electricity bills each year.

The tank collects condensing water from the main air conditioning system (Chiller Plant) indoors

# 3.4 Sustainability Management in Social Dimensions

## 3.4.1 Social Policies and Guidelines

Supalai Public Company Limited and its subsidiaries aim to create shared value in the society, including the business area and the wider society, promote and support good, smart, and happy citizens in the society. The executives and employees contribute to the well-being of societies and communities through the utilization of core competencies of personnel and organization.

### 1. Business operations under Code of Business Ethics and Good Governance

1.1 The Company focuses on operating businesses with integrity, fairness, and ethics and is committed to conducting businesses in accordance with laws, business ethics, and fair trade competition. In addition, the Company also pays taxes accurately in a timely manner. However, the Company promotes and raises awareness to its personnel at all levels to recognize the importance of corporate social responsibility.

1.2 The Company performs operations under the principles of good governance or corporate governance with the responsibility to the shareholders. The Company respects the rights of shareholders, treat shareholders equally, and provide adequate information on investment decisions or relating to significant changes of the Company. The Company will not disclose inside information to any person that will cause damage or disadvantage to shareholders. Transparent and verifiable management and determination of remuneration for directors and executives is provided. Financial reports and non-financial information are prepared and disclosed accurately, completely, and timely according to the generally accepted standard.

### 2. Anti-corruption

The Company manages its business on the basis of transparency and ethics and complies with policies and laws relating to the anti-corruption.

The Company establishes an organizational structure to clearly separate duties, responsibilities, work processes, and chain of command in each department in order to balance the power and supervise the audit among them appropriately. In this regard, the Company prepares the manual on anti-corruption measures which include policies, code of conduct, rules, regulations, and procedures for its directors, executives, and employees to comply with. The Company expressed its strong intention to fight against corruption by announcing the intention of the Private Sector Collective Action Coalition Against Corruption in 2014 and was certified to be a member of Thai Private Sector Collective Action Coalition Against Corruption on March 31, 2021.

### 3. Respect for human rights

The Company adheres to the human right principle and has the policy to support and respect the protection of human rights by treating all stakeholders, including employees, communities, and surrounding societies, with respect for the value of humanity, and taking into account equality and equal freedom. The Company shall not violate fundamental rights and discriminate regardless of race, nationality, religion, language, skin color, gender, age, education background, physical condition or social status. The Company also supervises the involvement with any human rights violations, such as child labor, forced labor, and sexual harassment, etc.

## 4. Fair treatment of workers

The Company is aware of the importance of human resource development and fair treatment of workers which are the factor that will add value to its businesses and strengthens its competitiveness and sustainable growth in the future. the Company establishes policies and guidelines as follows:

4.1 Respecting the rights of employees in accordance with labor laws and human rights principles, embracing diversity without discrimination.

4.2 Providing fair employment processes and condition, including determining remuneration and considering performances under the fair performance evaluation process.

4.3 Promoting human resource development by providing trainings and seminars and dispatching personnel to participate in related seminars and academic trainings in order to improve knowledge, skills, and competency of personnel as well as cultivate positive attitudes, morality, ethics and teamwork for personnel.

4.4 Providing various types of welfare to employees as required by laws and in addition to those required by laws, including any types of grants to employees, etc.

4.5 Providing annual health check-up services to the Company's personnel at all levels by considering the risk factors based on level, age, gender, and working environment of each person.

4.6 Ensuring that employees perform operations safely at the good and hygienic workplace by providing measures to prevent accidents and strengthen employees' safety awareness, including trainings and encouraging employees to have good hygiene and always maintain the workplace in a safe and hygienic manner.

4.7 Offering opportunities to employees to express their opinions or complain about unfair treatment or improper actions in the Company and also protecting employees reporting such matters.

## 5. Responsibility for customers

The Company is committed to developing its products for the satisfaction and best interests of customers and adhering to the treatment of customers with responsibility and integrity under the following policies:

5.1 The Company mainly takes into account the quality and standard of the products by focusing on using quality materials and continuously improving its product quality to ensure that customers receive the quality products and the highest satisfaction.

5.2 The Company takes into account the safety of its customers and strives to provide customers with quality and safe products in accordance with international safety standards and regulations.

5.3 The Company provides customer relations system in order to communicate with customers and receive complaints about the quality of products efficiently to ensure that the Company is able to meet customer needs rapidly.

### 6. Responsibility for business partners and competitors

The Company adheres to the fair contract practices with its business partners, complies with the specified anti-corruption measures, and respect the property rights or ownership of business partners. In addition, the Company shall not take advantages of business partners and encourage them to carry out social responsibility activities with the Company.

The Company conducts fair business competition and does not use any means to bully and eliminate competitors or taking any actions prohibited by laws and code of conduct to prevent unfair competition.

### 7. Environmental protection

The Company pays attention to corporate social responsibility in terms of environmental protection and avoids any environmental destruction. The Company implements and controls the production of its products, strictly abides by laws relating to environmental protection, and establishes preventive measures for operations possibly affecting the environment. In addition, the Company also focuses on the efficient use of resources and energy based on the principles of reduce, use only what you need, reuse, and recycle for wastes. The Company reduces or disposes of or reuses wastes from the production process responsibly and efficiently.

### 8. Participation in community or social development

The Company recognizes the responsibility for community and society to strengthen the community and truly provide returns to the society. As a result, the Company establishes the policy to provide assistance and develop society by cooperating in activities with the surrounding communities where the Company operates its business as deemed appropriate, promoting local workers to have the opportunity to work in the organization, and responding to incidents affecting the community, society, and environment caused by the Company's operation rapidly and efficiently.

In addition, the Company encourages its employees to have awareness and responsibility for the environment and society. The Company will provide cooperation among groups or other networks to develop targeted communities or societies each year.

### 9. Promotion of innovation responding to corporate social responsibility

The Company encourages employees to discover new innovations that can respond to the abovementioned corporate social responsibility policy, such as saving natural resources and energy, waste management, waste disposal and release control, etc. The applied innovations may vary, including novelty, improvement, adjustment/modification, and alteration, in order to achieve more efficient or effective results, and will disclose innovations that benefit society and the environment as appropriate to encourage other entrepreneurs to consider further actions or development.

### 10. Monitoring and review of corporate social responsibility policy

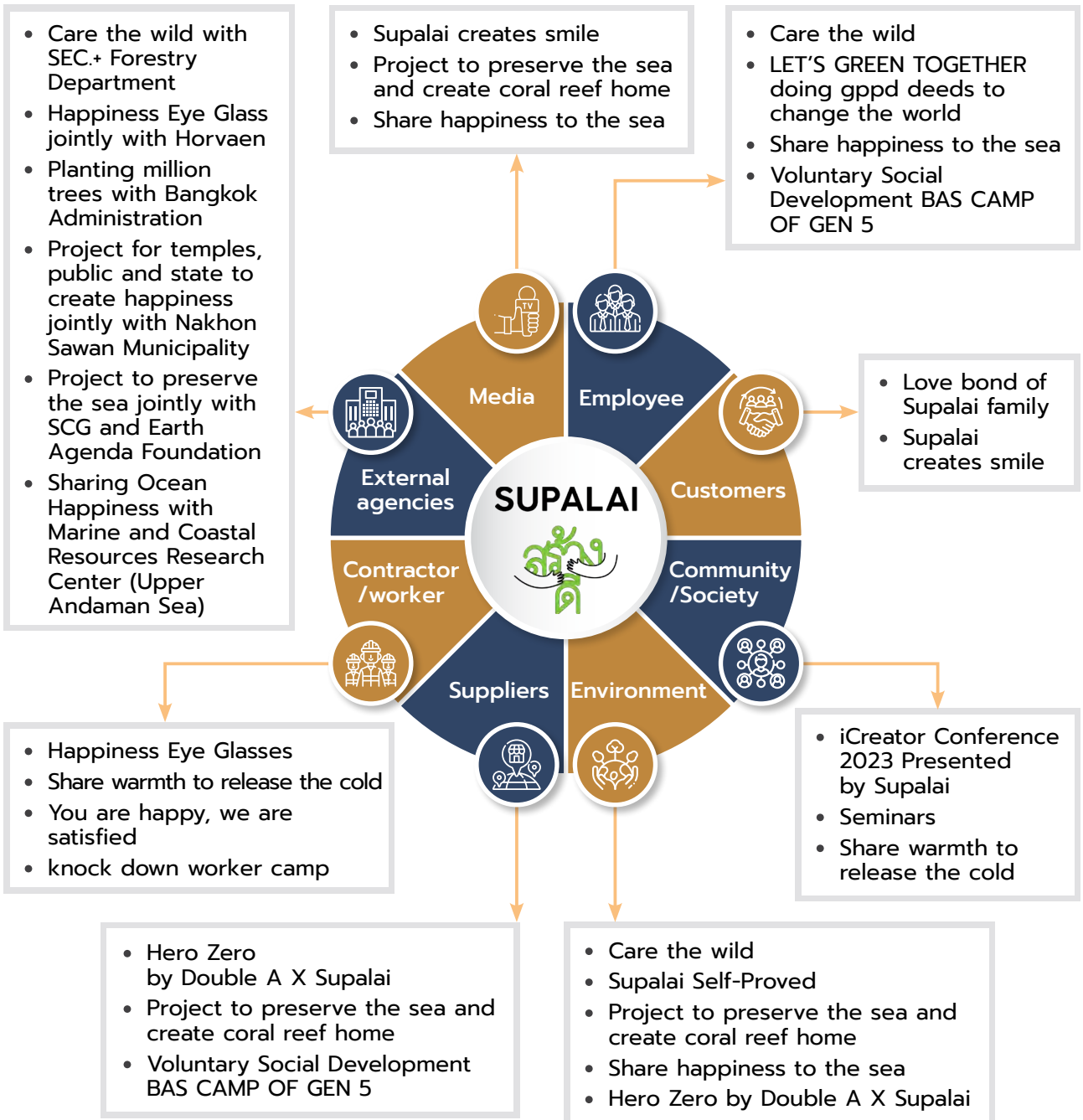
The Company recognizes the importance of operations by continuously taking into account corporate social responsibility. The Company will monitor, evaluate, and review projects that are currently supported and carefully, continuously, and consistently consider corporate social responsibility projects in the future through the reviews conducted by assigned sub-committees and report it to the Board of Directors for acknowledgment.

The Company prepares the sustainability report in accordance with the framework of Global Reporting Initiative (GRI) in the Standard Version by disclosing information at the core level, including economic, environmental, social dimensions. Such report has been prepared and included as a part of the annual report since 2009. Such report includes reporting information on various topics and indicators under GRI and the reports on corporate social responsibility activity in the previous year.

### 3.4.1.1 Social Management Goals

The Company has set goals for social operations by continuously creating activities for society under the **Supalai Saang Dee project (Supalai Doing Good Deeds)** to cover all stakeholders by 2025. It has included the participation in community and social development, development of potential of employees and workers, respecting human rights with fair labour treatment according to the United Nations principles on human rights, which cover stakeholders in the entire process that includes customers, suppliers, contractors, surrounding communities and the Company's employees. The important points are as follows:

**"Supalai Saangdee"** is a project created with the hope of changing the world togetherby developing society, creating careers, providing educational opportunities and sustainable environment. The well-being of people in society is deemed the duty and responsibility of Supalai and its business partners who have the same goals.



| Subject | Goals | Operating results in 2023 |
|---|---|---|
| SUPALAI สร้างดี | Continuously create activities for society under the Supalai Saang Dee project to cover all stakeholders by 2025. | **Employee**<br>• Care the wild activity, planting community forests, with 140 employees participating.<br>• LET'S GREEN TOGETHER activity, creating good things, changing the world with more than 150. employees participating.<br>• Sharing happiness to the sea with more than 100 employees participating.<br>• Voluntary Social Development BAS CAMP OF GEN 5 with more than 30 employees participating. |
| | | **Customers**<br>• Supalai Family Love Bond Activity, with 93 people participating.<br>• Supalai Create Smiles activity, with more than 1,000 customers participating. |
| | | **Communities/society**<br>• Support the organization of iCreator Conference 2023 presented by Supalai with more than 3,000 people attending the event.<br>• Organize seminar on 4 topics, with 285 people attending the event.<br>• Share warmth to relieve the cold activity to help 80 students and personnel. |
| | | **Environment**<br>• Care the wild activity , planting an additional 10 rai of community forest at Ban Khok Phluang of Nakhon Ratchasima Province, totalling 20 rai of current forest planting area with 4,000 trees that can help absorb greenhouse gases of 36,000 kilograms of carbon dioxide equivalent per year.<br>• Supalai Self-Proved reduced the amount of construction waste in various projects according to the target, not exceeding the standard of 3,300 tons per 110,235 square meters.<br>• Rak Talay (preserve the sea) project built coral home by using cement balls as a substitute for limestone of 1 % per 40% of recycled SCG concrete per 1 piece of coral home.<br>• Share happiness to the sea could help more than 300 sea animals.<br>• Hero Zero by Double AX Supalai could collect 300 kilograms of used paper and reduced 630.60 kilograms of carbon dioxide emissions equivalent to the use of leaves of 66 trees. |

| Subject | Goals | Operating results in 2023 |
|---|---|---|
| | | **Suppliers**<br>• Hero Zero by Double A X Supalai together with Double A.<br>• Preserve the sea project built coral home together with SCG.<br>• Social development volunteer BAS CAMP OF GEN 5 project has been done together with TOA. |
| | | **Contractors/construction workers**<br>• Happiness eyeglasses activity helped 219 construction workers.<br>• Sharing warmth to relieve the cold activity helped 70 households of construction workers with more than 200 members.<br>• Nong Sukdee Phi Sukjaia activities helped 88 children and grandchildren of construction workers to have health examinations.<br>• At the end of 2023, pilot project of knock down labor camps of 60 rooms was launched in Supalaiville Hua Hin project, helping to improve the quality of life of 120 construction workers, and expanded to 6 newly opened projects with 460 rooms, helping to improve the quality of life of more than 900 construction workers. |
| | | **External agencies**<br>• Care the wild, planting community forests was launched in collaboration with the Stock Exchange of Thailand and the Royal Forest Department.<br>• Happiness glasses activity was launched together with Horwan.<br>• Project to plant a million trees in collaboration with the Bangkok Administration.<br>• Temple, Public, State Create Happiness Project was launched in collaboration with Nakhon Sawan Municipality.<br>• Preserve the Sea Project was launched in collaboration with SCG and the Earth Agenda Foundation.<br>• Activities to share happiness to the sea in collaboration with the Marine and Coastal Resources Research Center of the Upper Andaman Sea of Phuket Province. |
| | | **Media**<br>• Supalai Creating Smiles, with 107 media members participatjing in the activity.<br>• Preserve the Sea Project to build coral homes with 70 media members participating.<br>• Sharing happiness to the sea activity, with 25 media members participating. |

| Subject | Goals | Operating results in 2023 |
|---|---|---|
| Respecting human rights for employees | The number of human rights complaints against employees is zero. | There were no human rights complaints in terms of labor. |
| | There were no complaints regarding the recruitment process. | • There were no complaints about the employee recruitment process.<br>• 4 people with disabilities were hired to work, 3 men and 1 female.<br>• There are a total of 1,828 employees. with a male to female ratio in similar numbers, that is there are 942 men and 886 female employees, with employees ranging in age, gender, and education level. and various operational characteristics. |
| | The proportion of executives on the management committee is gender diverse. | A total of 11 executives, 4 of whom are women (more than 1 in 3 of all executives). |
| | Employee engagement with the organization is 70% in 2023 | Year 2021 = 62%<br>Year 2022 = 66%<br>Year 2023 = 71% |
| Employee potential development | Average number of employee training hours is 20 hours per person per year. | Average 20.86 hours per person per year |
| | Push for working in an Agile manner in every sector and every work process. | Agile by Quality has 7 topics for 36 employees. For Little Agile, teams have been formed with 239 topics with more than 209 employees participated and able to further develop work processes in more than 246 topics. |
| Responsibility towards consumers | Average satisfaction score with Supalai's services = 10 points | Average customer satisfaction score = 8.97 points |
| | Customer satisfaction with Supalai Contact Center services 1720 = 100% | Proportion of satisfied customers = 97.31% |
| | Customer satisfaction with repair quality = 100% | Proportion of satisfied customers = 91.51% |

| Subject | Goals |
|---|---|
| Participation in community and social development | Housing project development along with caring for the surrounding communities and society, numbering more than 2,000 households per year. |

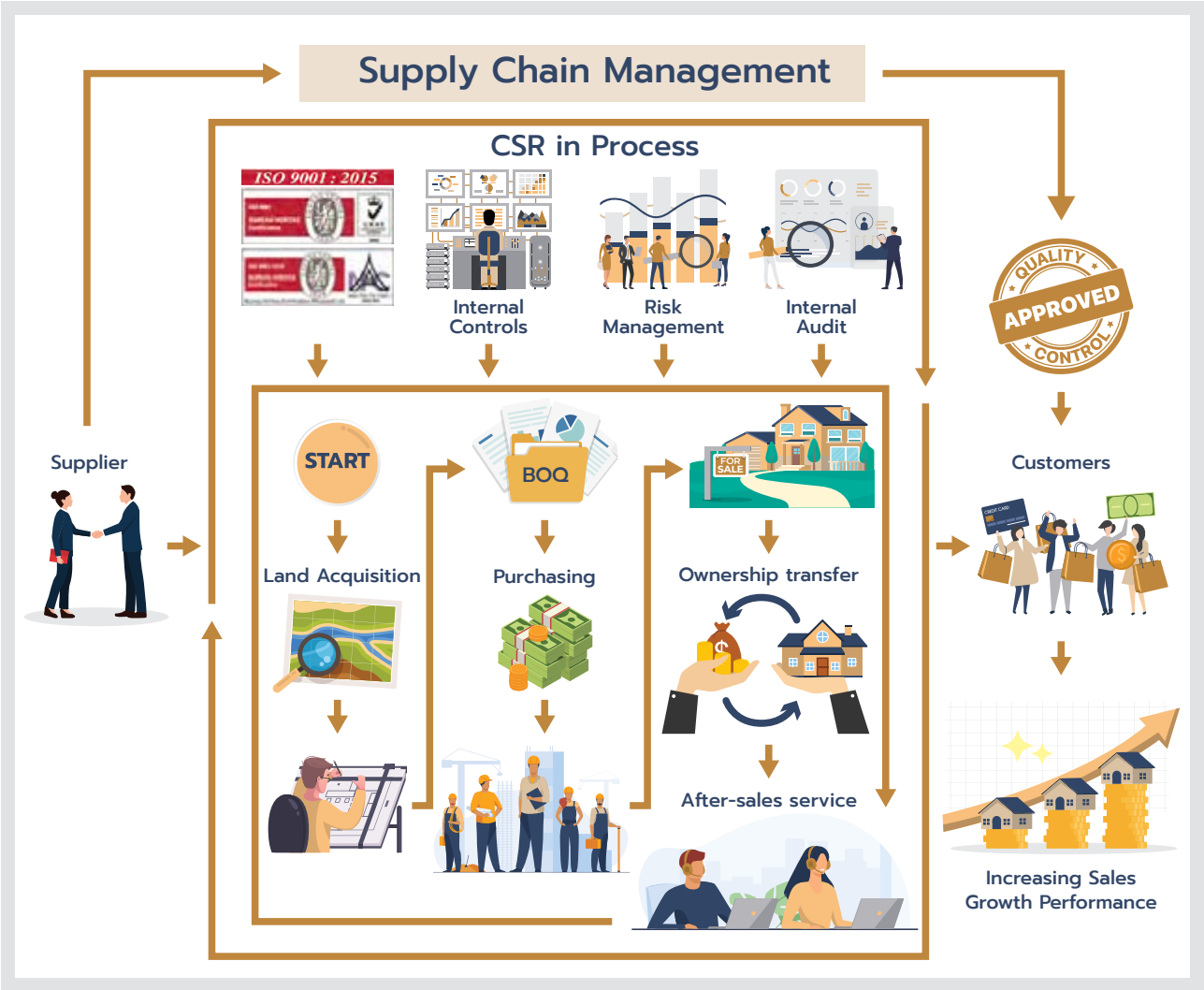
## Operating results in 2023

| Project | Activity | Result | No. |
|---|---|---|---|
| Supalai Elegance Phahonyothin 50 | Project to plant a million trees according to the policy of the Governor of Bangkok. | Increased green space, exercise areas and recreational facilities for the people in the area of Theparak Road. | 1,500 households |
| Supalai Tuscany Don Kaeo-Mae Rim | Renovate and repair bathrooms for public service, and provided a hot and cold water dispensers to Chiang Mai Land Office, Mae Rim Branch | Provided comfort and quench the thirst of the people who come to use the services. By supporting activity budgets 295,000 baht. | For approximately 86,000 people in Mae Rim District |
| | Provide support in dredging and clean up public canal for the benefits of village in Moo 6 of Mae Sa Sub-district | For agricultural project of Moo 3 village community in approximately 100-200 rai. | 300 households |
| | Improve the landscape of the areas around the buildings of Chiang Mai Land Office | Increased green areas and recreational facilities for the people who come to use the services. | Population in Muang District is about 200,000 people |
| Supalai Sense Srinakarin | Improve the reinforced concrete road surface and expand drainage pipes in the area of Soi Srinakarin 40 and Soi Supaphong 3 intersection 8 to the Prawet District Office | Travel is more convenient, and prevent flooding in the rainy season. By supporting activity budgets 8,700,000 baht. | 1,000 households |
| Supalai Ville Chaiyaphruek-Wongwaen | Improve and develop the road in front of the project by means of compacting the original road soil, complete with asphalt pavement with the length of 215 meters, accounting to a total road improvement area of 660 square meters | Increased convenience in traveling and reduced accidents. | 100 households |
| Supalai Parkville Koh Rien-Ayutthaya | Improve groundwater pressure for the Ko Rien Subdistrict Administrative Organization | Convenience of using groundwater tap for villagers surrounding the project. By supporting activity budgets 190,000 baht. | 150 households |

| Project | Activity | Result | No. |
|---|---|---|---|
| Supalai Palmville Santaphon | Improve roads, drainage pipes with manholes, and install light poles outside the project | Traveling is more convenient, fast drainage can reduce flooding, and lighting can increase safety. By supporting activity budgets 848,000 baht. | 100 households |
| Supalai Palm Spring Nakhon Ratchasima | Improve the road in front of the project with concrete to expand the road for a distance of 380 meters and drawing traffic lines | Traveling is more convenient. | 100 households |
| Supalai Premo Anusaowari | Improve the road from a gravel road to a concrete road in a total area of 1,368 square metres<br>Painting the fence of Nakhon Si Thammarat Suksa School and neighboring communities Ready to install street lighting lamps alley behind school | Traveling is more convenient and reduced accidents. | 60 households |
| Supalai Premo Nakhon Si Thammarat | Painting the fence of Nakhon Si Thammarat Suksa School and neighboring communities, ready to install | For cleanliness, orderliness and increased safety for students, teachers, parents and people in the vicinity. | 100 households |

## 3.4.2 Corporate Responsibility Towards Consumers

### 3.4.2.1 Corporate Responsibility Towards Consumers




#### 1. Quality System

Supalai Public Company Limited operates under the international standard system ISO 9001:2015, which placing importance on every process from planning, control, inspection and data analysis in order to continuously bring about the better process of improving and developing work systems. The Company is committed to continuous development of product quality and services for the benefits of its consumers and stakeholders as has been announced as its intention in the quality policy. This has been communicated to all employees to acknowledge and strictly adhere to: **"Supalai Public Company Limited places emphasis on developing "quality" continuously in the system of planning, design, construction, sales, and community services to meet the requirements of the law, professional standards, written agreements made with customers, while taking into consideration its stakeholders."**

The Company's ISO 9001:2015 certification focuses on the management process in every process in a systematic way that can be checked retrospectively. It is well aware of the organizational context that represents the relationship between the business and stakeholders, the understanding of the needs and expectations of stakeholders in order to direct business operations accordingly. and leads to cooperation and creation of shared value. The Company also attaches importance to work regarding risks and takes into consideration opportunities related to operations, which is an important basis for promoting a risk management culture throughout the organization. This is an addition to enterprise-level risk management, which results in the Company's continued sustainable development.

**Improvement and Development of Operations**

From the fact that the Company has been certified according to the international standard system ISO 9001:2015 and has improved various processes in every department, the following are some examples:

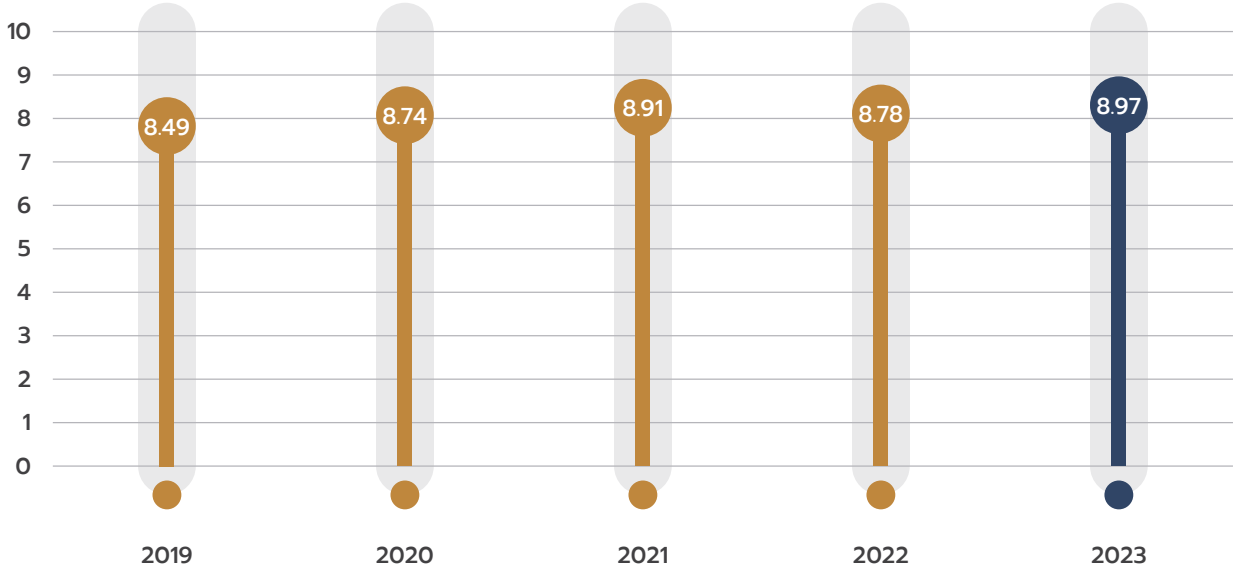
1. The organization's quality objectives, strategies and their impacts on the organization's ability have been contextualized to achieve expected results. In order to do that, issues related to laws; society, culture, environment including the ones related to corporate value, corporate culture, knowledge and organizational competency have been taken into consideration.
2. Identification has been made regarding related stakeholder groups of the Company such as employees, customers, shareholders / investors, communities / society, environment, suppliers / shops / contractors/ delivery persons, government agencies, external regulators, banks and the media that affects the ability of the Company in delivering products in accordance with agreements made with customers, legal requirements and related regulations.
3. The organizational knowledge necessary for the operation of various processes in order not to be lost has been identified and knowledge has to be reviewed to be always up to date.
4. Risks and opportunities have to be considered in every process of the quality management system in order for all employees to know how to manage risk and foresee an opportunity that will lead to the development of products and services, in order to promote a risk management culture and to enable the quality management system to achieve its goals.
5. Review has been made on the " Quality Policy " to be consistent with the goals. organizational context to support the strategic direction regarding corporate sustainability and compliance with ISO 9001:2015 requirements.

There is also a problem analysis process to achieve solutions, improvement and development of work systems and prevent problems from recurring. There are tools that can be used to continuously improve and develop the work system in various matters, such as

1. **KEY Performance Indicators (KPI) have been identified** for all departments to measure performances in order to reflect efficiency and effectiveness of operations. In addition, indicators and targets of all departments are periodically reviewed to ensure compliance with the policy and goals of the company. The company also attaches importance to the needs and expectations of customers and stakeholders. The principle of "customers are important persons", both internal and external customers has been emphasized as the main goal of evaluation, which will bring about cooperation in all aspects and continuously develop the quality and service standards of the Company, for examples,

- Customer satisfaction measurement has been carried out in terms of after-sales service, repair service, project management, giving information and speed of service etc. in order to continuously improve the process.

**Survey Results of Resided Customers' Satisfaction towards the Company**




- Measurement of the process of receiving complaints from customers and stakeholders has been done to enable timely and speedy response and correction by every department. The Company has taken complaints from customers and stakeholders for problem analysis, establishing preventive measures, and continuously monitoring of correction results. In addition, it has laid down a procedure to be followed and communicated to all employees for acknowledgement and compliance.
- Measurement of the delivery process of home / condominium unit to customers has been done in terms of quality and delivery time as agreed with customers.

2. **Every Department is required to update the ISO 9001 system on a continual** basis by making improvement and development from the result of implementation as follows:

- Data analysis and operational auditing
- Performance measurement (KPIs: Key Performance Indicators)
- Data survey and customer satisfaction measurement
- Modifying and developing of the system as suggested by ISO 9001 monitoring system, both from the certifying body and the Internal Quality Auditor (IQA)
- Requiring periodical review of the system and procedures, work instructions, work regulations and other related documents to ensure that the management system remains suitable and comprehensive with system continuous improvement.

3. **Criteria for selection, procurement, operational control and evaluation of outsourcing contractors covering every process employed by the Company have been identified** to ensure that the outsourcers are qualified and have qualifications as specified by the Company.

4. **Closed control and monitoring operations have been carried out by high-ranking executives in various forms** such as

- Monitoring of the ISO 9001 system by the certifying body.
- Auditing the internal quality system by employees who have been appointed by the Company (Internal Quality Audit / IQA) and bring the results to reflect and improve the process continuously.
- Following-up on monthly customer complaint resolutions and pending complaints from the previous month so that responsible persons can urgently solve them.
- Bringing issues related to work processes and various kinds of risks to the meeting of the Quality System Review Committee representing by executives of all departments.
- Raising by chairman of every meeting, the topics of risks for discussion and determination of risk management guidelines to cover issues that are important to business operations including operations that affect environment, society, communities and operations that do not comply with legal requirements or are not in accordance with regulations of external agencies, customer satisfaction, product quality, company reputation, safety and corruption.

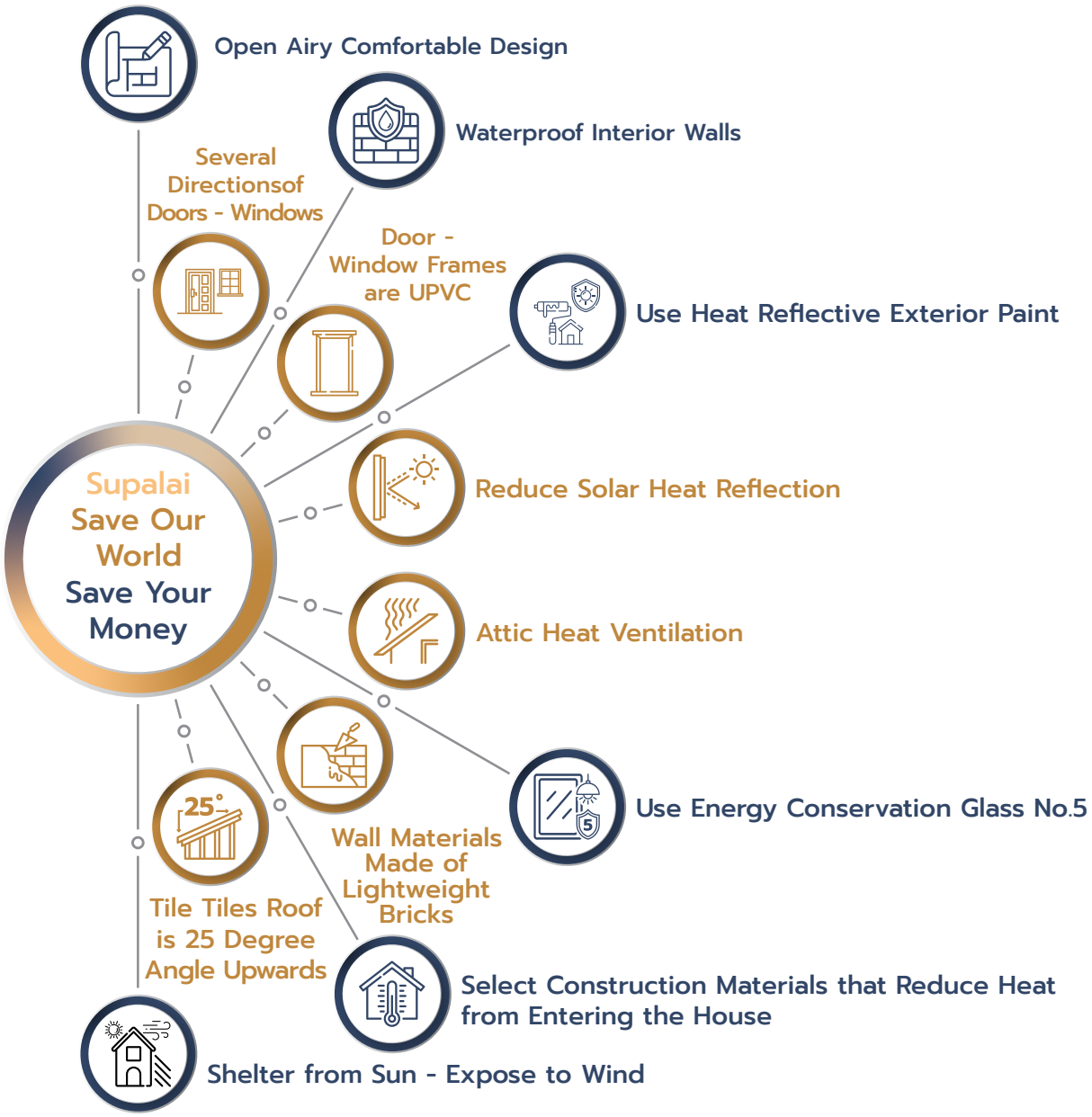
5. **Employee participation,** the Company has appointed more than 200 employees in various departments to be auditors of the Company's ISO 9001:2015 system (Internal Quality Audit / IQA). Consequently, the employees are involved in monitoring the operations of other departments to ensure that the operations in each step comply with the requirements of ISO 9001 standards and in accordance with the Company's operational procedures. In addition, the internal auditors have provided to every party the suggestions for systems improvement and development. As a result, both the auditors and the auditing recipients have learned and understood the cross-departmental work processes, resulting in a more efficient internal coordination.

In responding to requirements of customers, the Company created many channels for customers to suggest; recommend or complain about the products and services through a call center of 1720 and online contacts, like Facebook and Company E-mail and Website. A department of customer service was set up and responsible for receiving all issues from customers and prospects, including maintaining; complaints; and publicizing. Besides, the company's executive officers have regularly inspected the project sites in order to prevent or solve any problems promptly. These measurements aimed to improve qualities of products and services continuously to meet requirements and satisfactions of customers and stakeholders.

## 2. Construction and service processes

### 2.1 Product development under the concept of Supalai Save Our World Save Your Money

The Company is very attentive and careful to create quality housing by taking into account the reduction of energy consumption accurately and cost-effective starting from project planning, laying out direction of the house, choosing good construction materials, increasing of green space. Also, the designs have been done for energy conservation, environmental protection with modern style responsive to all functions. This has been done by focusing on the design of the house and the building to be naturally cool (Passive Cooling) and to cool it mechanically as well as relying on technology (Active Cooling) to be a blend of components. This provides an alternative to save energy on the cooling of the air conditioner, reduce the use of electrical lights and other electrical appliances, while the construction cost is still at the same level as the houses in the market in general. As a result, the price is cost-effective due to the design concept to promote energy saving. Accordingly, each Supalai project is similar to eco land that helps the world to reduce global warming.



### 2.2 Innovative product design and development

In addition to the design based on the layout, architectural and engineering principles, every Supalai project also considers using innovation in project design and composition to create value to the product, meet the needs of modern living and with benefit of the consumers by taking into account its long-term commitments in terms of the durability of the materials and equipment, emotional response, flexibility in usage, safety in living, easy to maintain without too much financial burden on consumers, while focusing on social and environmental responsibility as well. Innovation can be divided into 5 main areas as follows:

1. **Innovations on usage and facilities,** namely;
   - Innovative Smart Home and Internet of Things (IoT)
   - Smart Locker
   - Universal Design

2. **Innovations on design and construction,** namely;
   - Fabrication such as precast walls, readymade toilets
   - Covering the building during construction with a 2-layer canvas for dust prevention

3. **Security Innovations,** namely;
   - Digital Door Lock
   - Face Scan system
   - VDO Door Phone, Key Card Access, elevator floor lockout, CCTV
   - Fire Detection & Notification System

4. **Innovations on energy management and environmental conservation,** namely;
   - Materials that reduce heat entering buildings such as lightweight concrete wall panels, insulated glass, insulation, ceramic coating
   - EV Charger
   - Recycle technology, e.g. using of treated wastewater for plant watering

5. **Health innovations,** namely;
   - Touchless Technology to prevent the spread of germs
   - Fresh Air System
   - Soft Fall Flooring
   - Elder Care Home

**2.3 Manufacturing by using technologies and processes that meet environmental standards,** this is done by attaching importance to waste disposal process to ensure that it will not cause environmental pollution, such as wastewater treatment system from every house, whereby wastewater disposed from the Project to public water sources will have quality according to the prescribed standard and will be randomly checked under the criteria of the Pollution Control Department.

## 3. Sales and Marketing Innovation Services

### 3.1 Supalai Sabai Application

The application provides all kinds of home management to upgrade a complete range of living needed for the care of customers who decided to be Supalai family members, from the time of making reservation of the horizontal and condominium projects until moving in, after sales services and all privileges also included to provide comfortable lifestyle and living convenience, making housing matters easier, while being able to follow information of the Company. It is expected that "SUPALAI SABAI" application will be a major drive to expand the customer base and business opportunities for Supalai.

The Company has developed a new version of the application for Supalai residents, that is, new **FLOW-LUTION, making life...comfortable, for easy** management in a complete manner with home care and comfortable living according to special privileges provided by Supalai exclusively for residents to be safe and comfortable where every entry and exit 24 hours can be checked:

- Home Information such as repair and bill notification / bill payment, home documents.
- News & Privilege such as special privileges exclusiverly for Supalai residents, Redeem & Friends get Friends and new information.
- Security such as IoT Smart Home, entrance management system within the project. Also, there are many other features that will help make living in Supalai residences ... a matter of " Comfortable."

| Supalai Sabai Application | 2021 | 2022 | 2023 | Additional Number |
|---|---|---|---|---|
| Number of registered users (people) | 7,000 | 10,500 | 14,500 | 3,500 (+38%) |

### 3.2 Supalai Online Booking

Supalai online booking is a platform designed for easy booking of our products nationwide - condominium units, single houses and townhomes, whereby customers could conveniently and safely reserve the products through this efficient platform.

### 3.3 Supalai Virtual Tour

Supalai Virtual Tours application has been set up to experience visiting Supalai projects online, which provides 360 degrees virtual views of the projects. It is convenient, easy and the most private. Staying at home, customers could see Supalai projects just like they come to see them by themselves via mobile phones, computers and tablets. At present, customers can visit Supalai projects nationwide.

## 4. Community Service and After Sales Service

**4.1 Establishment of housing estate juristic person:** Housing estate juristic person starts to take a more active role in Thai society because, to live together in a housing estate community, it is necessary to have a juristic person to be in charge of things subsequent to the entrepreneur who had already taken care for the period prescribed by law. As a result, Supalai encourages, supports and assists its various projects to be able to establish a juristic person to be in charge and manage things as desired by most members and to add value to the house in the future, and not being a burden to relevant agencies.

**4.2 A variety of channels to receive comments from customers,** which will lead to improvement of products and services for maximum benefits and satisfactions to customers. There are several communication channels for receiving complaints, suggestions or comments, such as;

1. **Via community service officer** of the Project and Head Office
2. **"SUPALAI HOME" official line** is the main resource for customers to get information and activities of housing projects of the Company.

### 3. Supalai Smart Center

Provides the service of receiving complaints from customers and referring the matters to responsible departments for fast solution, as well as to follow up and make inquiry about customer satisfaction. There is also an addition of Supalai Contact Center 1720, opening for services from 8.00 - 20.00 hrs. every day. Its objective is to enable customers to contact Supalai conveniently and quickly, ranging from making inquiry, requesting repairing, ownership transfer, making complaints, community service works, etc.

## 4. SUPALAI CARE

Is a new after-sales service channel that cares about all home problems, which is convenient and easy to use. Additional services help solve problems for Supalai residents as well as the general public as they can consult and ask for advice on repairs, or taking care of and maintaining every matter regarding houses and condominiums, including decoration and addition on houses and condominiums that can be done by the residents themselves. That is similar to having a personal assistant to take care of them 24 hours a day and the residents can watch contents, addvice for solving basic problems on houses and condominiums that are short and easy-to-understand introduction from experts and guru who cares for the residents via TikTok : @supalai. All residents can currently use such services via Line OA: SUPALAI CARE.

**4.3 Communication in various forms** such as in San Sai Yai Magazine, PR documents, PR announcements, to give useful information to those live in the Project and with the aim to bring about cooperation for sustainable and peaceful co-living with comfort and happiness.

**4.4 Relationship building activity** Supalai attaches importance to taking care of customers or those live in its projects to ensure that they are familiar, feel connected with one another, which will help make a co-living with generosity, understanding as the typically Thai society, for examples,

- Making merit and offering food to the monks to welcome auspiciousness to the life on the occasion of New Year.
- Sharing activity, to promote Supalai as a center of kindness, being a sharing society in which those live in the various projects join together to pass on happiness and comfort to the underprivileged by willingly giving unused things to those who are underprivileged without expecting anything in return.

**4.5 Creating a society of quality** Supalai also places emphasis on strengthening family relationships. A warm family is very important and will lead to a good society. As a result, it has taken Supalai Family to join the "Praying with Supalai" activity twice a year. This activity already without any expense in order to enable the members to learn and reflect from activity through direct experience to bring wisdom to apply in life, which will result in a co-living with love, warmth and understanding.

### 4.6 Meeting expectations and creating customer satisfaction

The company takes care of customers and is ready for improvement. develop products and services consequently, satisfaction surveys have been surveyed and asked for opinions continuously. in each step Throughout the process, such as asking about the services of various departments Providing services to customers ranging from sales, construction work, after-sales services, and there is also a survey of customer satisfaction that has been in the project on a monthly basis. To use the information that has been used to develop and improve products and services in order to respond to expectations and create greater customer satisfaction. As well as opening up channels for faster customer care. Customers can contact Supalai at Tel. 1720 to report repairs, make complaints, and ask for directions, give advice or suggestions, etc.

| Satisfied Customer Goals | Operating Results in 2023 |
|---|---|
| Average service satisfaction score of Supalai = **10** | Average customer satisfaction score = **8.97** |
| Customer satisfaction with the service of Supalai Contact Center 1720 = **100%** | Customer satisfaction ratio = **97.31%** |
| Customer satisfaction with repair quality = **100%** | Customer satisfaction ratio = **91.51%** |

## 5. Provision of Accurate and Clear Information on Advertisement and Public Relations

Supalai Public Company Limited deems it very important in preparing the message for advertisement and public relations so as to provide useful information on products, that is accurate and true with accountability so as to be fair to consumers as follows:

### 1. Statements used in advertisement and public relations regarding products

The Company uses advertising messages to create understanding of consumers on details of the products in a complete manner, namely, product names, product forms (Single Detached House, Townhome, New Model Home and Condominium), location, price, telephone number, website and pictures of products in the advertisement, in particular, the message in Legal Line, whereby the Company attaches importance to the completeness and accuracy pursuant to the Consumer Protection Act B.E. 2522 (1979).

### 2. Illustrated images in the advertisement and public relations

The Company has a policy to focus on the use of pictures of single detached houses, townhomes, new model homes and condominiums taken from real projects in all forms of advertisement to allow consumers to clearly see the real products. In case the actual product is still unfinished, it would be designed in a project scenario that is close to the actual product, and the statement "project scenario" would always be added for consumers to understand correctly.

### 3. Advertising on television media

will be controlled by the Film Censorship Committee. Every time when the Company makes advertising film or VTR for television broadcasting, whether on Free TV, Cable TV or Digital TV, the official trailers along with confirmation document must be sent to the Film Censorship Committee for censoring to ensure that such advertising provides clear information, without overstating. Upon approval by the Committee, the Company will send the film to television station for broadcasting.

### 4. Statements about promotion/special conditions for sales promotion

where the Company gives special privileges to customers in the form of sales promotion, the advertising statements will provide clear details about discount and giveaway, specifying the beginning and ending dates of such special privileges for the same understanding between the Company and customers

## 6. Provision of safety, assistance and convenience for customers in the projects

**1. Use of Access Card Control System and installed CCTV cameras to capture license plates** so as to reduce potential mischief with surveillance system to provide security of persons and premises, this can also be used as evidence in litigation, or to prevent allegations in case of unexpected events.

**2. Use of sliding enter - exit gate of the project instead of barrier gate** to prevent unauthorized access, and to reduce or prevent the risk of theft.

3. **Having Smoke @ Heat Detector Fire Alarm System with security guards 24 hours a day** to increase safety for customers living in the project.

4. **Preparation and delivery of emergency equipment to the Condominium Juristic Person,** such as stretchers, wheeled stretchers and firefighters to help move patients and for emergency support.

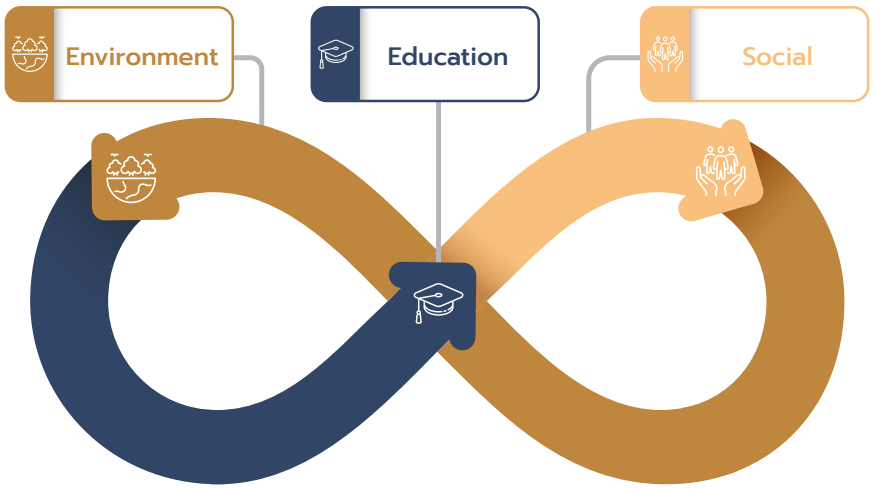
## 7. Preventive maintenance

After delivering common facilities to be managed by the Condominium Juristic Person of each project, the Company will send a survey team to examine and maintain the safety related machines. The team will also go out to educate the Condominium Juristic Person how to maintain the equipment after every period of 6 months, 1 year and 2 years in order to ensure smooth maintenance process of high-rise building projects. In such a manner, the delivery of goods and services would be well passed on and furthered to customers who will be eventually facilitated with convenience.

## 3.4.2.2 Participation in Community and Social Development

Supalai Public Company Limited has continuously grown strong, stable and sustainable. Part of the reason for such growth comes from the stakeholders, which are like cogwheels that drive the business forward. The question is; however, how can the Company grow without affecting the environment, the society, and the surrounding communities related to the Company's operations? Supalai adheres to the principles of participating in community and social development. It carries out CSR (Corporate Social Responsibility) activities both inside and outside the organization through the project "Supalai Saang Dee (Supalai: Doing Good Deed)". It maintains the core principles of organizing activities in 3 areas: environment, education, society and community, to establish good relationship with the stakeholders and the surrounding communities, and to support and develop the quality of life of all parties involved towards sustainability.

SUPALAI สร้างดี




### 1. Creating Good Environment

**Supalai 's Medium-Term Goal:**
**" Reducing greenhouse gas emission by 40% "**
**from BAU (Business As Usual) by 2030**

In addition to housing projects, the Company is still aware of the importance of environmental mindfulness and ready to support national policies involving greenhouse gas reduction by prioritizing and promoting works involving sustainability in the dimension of environmental management in every sector of the organization through the activities for "Creating Good" as follows:

#### 1.1 "Supalai Grow Green"

The Company, together with its partners from "Care The Wild" project, which included The Stock Exchange of Thailand and the Royal Forest Department, organized "Supalai Grow Green" activity **to grow more trees in order to increase the forest area at Khok Phluang Community, Chakrat District, Nakhon Ratchasima, by 10 rai, totaling 2,000 trees,** for the second year in a row after 2022. Supalai has supported planting 10 rai of forest.

The current total forest planting area is 20 rai , totalling 4,000 trees, which would be rich in perennials and edible plants, such as makha, rosewood, padauk, Indian gooseberry, cassia, and Sang-Mon bamboo. When all trees in this 20-rai area grow up, they can help absorb 36,000 kilograms of carbon dioxide equivalent per year. There are still people in the Ban Khok Phluang community who play important roles in helping the forest survive and grow sustainably by 100% for the benefits in solving ecological problems, serving as the community's future food source, and expanding the forest area for the community to increase further natural abundance.

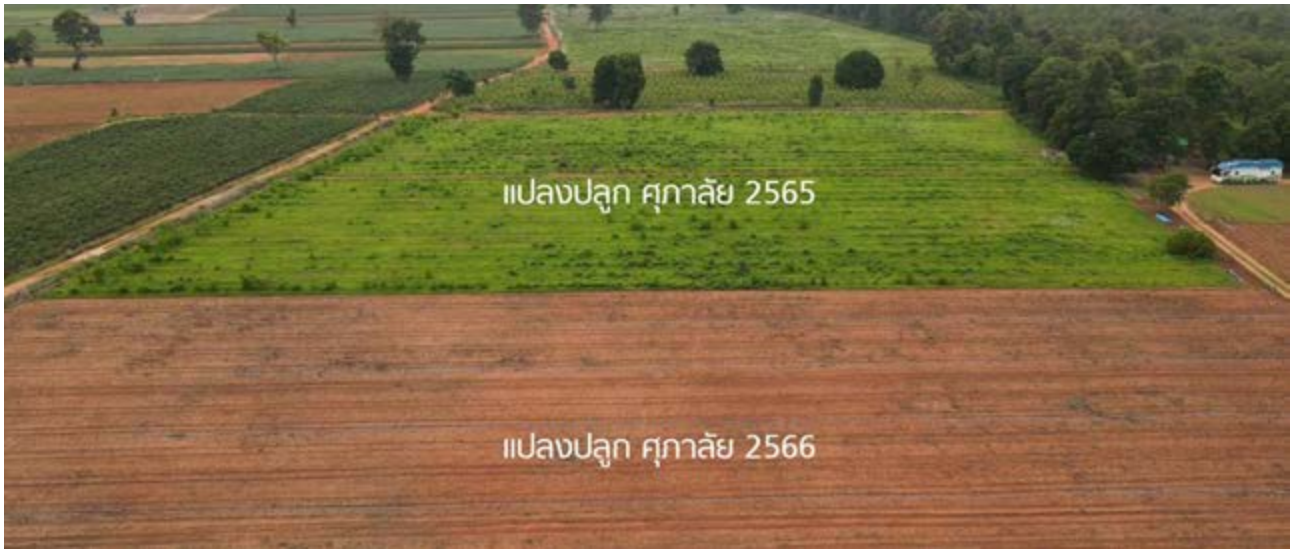
## Activity goals

- Reducing greenhouse gas emissions by 25% within 3 years to restore the forest areas and return the arable land to the Khok Phluang community, Chakrat District, Nakhon Ratchasima.

## Activity results for 2023

- The forest planting area would become increased by 10 rai with 2,000 trees.
- Carbon dioxide could be trapped by 6.3 tons of carbon/rai. **
- In total of 2 years, carbon dioxide could be stored by 12.6 tons of carbon/rai. **
- The number of population benefitting from the community forests would become 144 households/village. *
- The value of community forest reliance (reducing expense, increasing income) became 739 baht/rai. **
- Water in soi could be stored and the runoff could be released by 687 cubic meters/rai. **
- The value of the forest ecosystem was estimated to be 89,737.48 baht/rai/year. ***

Source * Information from the free encyclopedia. Wikimedia Foundation. Retrieved on 28 October 2019.
** Data from a research study by the Community Forest Management Office, Royal Forest Department.
*** Information from research studies of the Department of National Parks, Wildlife and Plant Conservation.



### 1.2 Planting A Million Trees

According to the policy of the Governor of Bangkok, Supalai participated in the project of planting a million trees by **planting yellow star trees and the yellow trumpetbush shrubs in 15 Minute Garden in front of the project, Supalai Elegance Phahon Yothin 50**, which is on Theparak Road, Bang Khen, to increase green space, exercising area, and recreational facilities for people living in Theparak Road neighborhood and to improve the landscape by promoting planting 250 banyan trees and 23,000 butter daisy shrubs in front of Supalai's project so that they can help absorb carbon dioxide and act as the plant wall that helps filter dust and particles for the surrounding community as well.

## Activity goals

- Participating in the project of planting a million trees according to the policy of the Governor of Bangkok.
- Increasing the amount of green space in Supalai projects.
- Reducing greenhouse gas emissions by 25 % within 3 years.
- Undergoing environmental management for the sake of the stakeholders.

## Operating results for 2023

- 4 yellow star trees were planted.
- 75 yellow trumpetbush shrubs were planted.
- 250 banyan trees were planted.
- 23,000 butter daisy bushes were planted. There would be 23,329 trees in total.
- Green space, exercising area, and recreational facilities for 1,500 households* living in Theparak Road neighborhood were increased.
- Carbon dioxide could become absorbed for 564 tons. **
- The plant wall could help filter dust and particles up to 32.66 tons/year. ***

Source * Demographic information from Registration Management Office, Department of Provincial Administration
** Information from the Bureau of Forestry Economics

### 1.3 Temple, People, State: Creating Happiness

A team of Supalai members from different departments: Regional Project 2 , Marketing, Sales, and Construction, participated in doing good deeds through the activity, **"Wat Pracha Rath Saang Suk (Temple, People, State: Creating Happiness)", which was organized by Nakhon Sawan Municipality at Pak Nam Pho Nuea Temple. All departments participated in planting trees in honor of His Majesty the King** in order to restore green areas to fertility, create benefits for the society plus the community, and improve the quality of life of the stakeholders in Nakhon Sawan. This act was considered an expression of loyalty and an appreciation of the royal grace of Her Majesty Queen Sirikit The Queen Mother on the occasion of Her Majesty's birthday. The Team also sponsored 40 packs of drinking water and made a 5000 baht donation to ensure that the Temple could have clean and hygienic drinking water available.

| Activity goals | Operating results for 2023 |
|---|---|
| • Restoring green space at Pak Nam Pho Nuea Temple, Nakhon Sawan. | • 100 trees planted.<br>• Carbon dioxide could be absorbed for 900 kilograms/year. *<br>• Expenses at Pak Nam Pho Nuea Temple and drinking water, worthing 2,400 baht in total, were sponsored. A donation of 5,000 baht for helping 20 monks and personnels in the temple was made. **<br>• Green space has been increased, creating more benefits for the society and the community of 241 households *** around the temple. |

Source * Information from the knowledge base www.smartgreen.com
** Information about monks on the Pak Nam Pho Nuea Temple page.
*** Population information from the Registration Administration Office, Department of Provincial Administration

### 1.4 "Supalai Self-Proved" campaign: inviting everyone to certify that the construction was environmentally friendly, driving Supalai towards becoming a low-carbon organization.

Supalai was ready to prove itself through **"Supalai Self-Proved"** campaign, which emphasized waste management, which involves handling waste and leftover materials from construction, by using **Supalai Waste Meter to measure the amount of construction waste in its various projects to ensure that such amount did not exceed the specified standard criteria**. The campaign started at the first project, Supalai Park Ekkamai-Phatthanakan, and would be extended to other projects in the future, which would eventually benefit Supalai's residence projects and indirectly benefit the community and the society. It also turned the results of environmentally friendly construction innovations into reality to drive the Company's deeds towards a sustainable change for the environment and the society.

| Activity goals | Operating results for 2023 |
|---|---|
| • Aiming to reduce the amount of construction waste in various projects to keep it under the limit of 3,300 tons per 110,235 square meters. | • Supalai could collaborate with its construction business partners in creating innovations, developing construction processes, and generating a good management plan for Supalai's housing and condominium projects.<br>• Innovative concepts used in various projects of Supalai to meet the target of constructive waste reduction, such as reducing material usage or using the materials as much as necessary, finding ways to reuse the material by switching to renewable ones, or recycling them.<br>• The first pilot project at Supalai Park Ekkamai - Phatthanakan, of which the construction process has just been commenced, could be evaluated in 2026.<br>• The campaign could help reduce the problem of waste accumulation, dust, and environmental impacts for 31,759 households* in the communities around Supalai's projects. |

Source * Population data from The Bureau of Registration Administration, Department of Provincial Administration

### 1.5 Supalai, Together with SCG, Created "Corals Habitat through "Save the Sea" Project

**"Save the Sea"** was a project that Supalai, together with its major partner, SCG, **created a 'home' for corals in order to restore affluence and balance of Thai underwater ecosystem**. The Company, in cooperation with Earth Agenda Foundation, therefore supported this project under the cooperation between the Department of Marine and Coastal Resources, Ministry of Natural Resources and Environment, and Faculty of Veterinary Medicine, Chulalongkorn University. SCG has derived the CPAC 3D Printing Solution technology to form a base material for coral larval settlement. Such material could also serve as a breeding ground for corals and aquatic animals. **"Supalai" has recycled and used concrete scraps from the construction process, which were the result of using cement balls to test the concrete's compressive strength, as a substitute for limestone**. As a result, this coral larval base material produced by using 3D Printing technology was strong and durable, yet looked natural. Made from the cement that is friendly to marine life, it is possible for the base to stay in harmony with nature. **The coral house, which was the result from the collaboration among all parties at that time, was placed in the area of Koh Sak, Chonburi to stimulate the coral larval growth and fulfill the health of the marine ecosystem sustainably in the future**.

| Activity goals | Operating results for 2023 |
|---|---|
| • Protecting and restoring marine ecosystems.<br>• Making use of wastes from construction work (Waste Management). | • A budget of 200,000 baht has been subsidized for building coral houses.<br>• 34 sets of coral houses could be produced by using molding technology called the 3D Cement Printing. |

## Activity goals

## Operating results for 2023

- Such bases could become breeding grounds for corals and aquatic animals, which would lead to inhabitation and breeding, while also generating biodiversity.
- In making 1 coral house, Supalai used 1% of cement balls as a substitute for limestone per 40% SCG recycled concrete.

### 1.6 Share the Happiness with the Sea

Supalai Public Company Limited invited a team of over 100 volunteer employees from regional lines of work from 3 provinces: Phuket, Surat Thani, and Nakhon Si Thammarat, to participate in its activity, **"Sharing Happiness with the Sea"**, to be part in restoring and creating balance in the coastal ecosystem. The Company, together with the Marine and Coastal Resources Research Center (Upper Andaman Sea) of Phuket, **has provided 100,000 baht fund for nurturing sea turtles, sharks, and other marine animals to rehabilitate and conserve them before returning them to the sea, subsidized microchips for tracking those animals, and released more than 200 baby sharks and baby snappers** back to nature in order to conserve them and increase the number of sea aquatic animals.

**Activity goals**

- Restoring and creating balance in the ecosystem on the coast the Andaman Sea.

**Operating results for 2023**

- A 100,000 baht fund for nurturing sea turtles, sharks, and other marine animals could help more than 100 of them.
- 1,000 microchips were provided for tracking marine animals.
- Releasing over 200 baby sharks and baby snappers, worth a value of 10,000 baht.

### 1.7 Hero Zero by Double A X Supalai Project

Supalai Public Company Limited, together with its partner, Double A (1991) Public Company Limited, created good deed through the project called, **Hero Zero by Double A X Supalai,** by encouraging everyone to recycle used paper and make use of it in a concrete manner. That is, for every 1 kilogram of paper that has been collected, Supalai has donated 1 educational notebook and Double A has contributed a mach of 1 more for the children in schools in need. It was expected that **12,000 kilograms of used paper in total could be collected, which would be equivalent to giving 24,000 educational notebooks, reducing costs for households by more than 300,000 baht and reducing the emissions of 1,710 kilograms of carbon dioxide per year**. It was the first and important step in creating a network of participation in helping build a low-carbon society as part of environmental and social responsibilities.

| Activity goals | Operating results for 2023 |
|---|---|
| • Reducing greenhouse gas emissions by 25 % within 3 years.<br>• Managing the disposal of used paper for maximum benefit. (Recycle)<br>• Participating in helping create responsibility for the environment and society. | • Carbon dioxide emissions could be reduced by 1,710 kilograms per year from the collected used paper of 12,000 kilograms.<br>• It was expected that 24,000 educational notebooks could be delivered, which could help reduce costs for households by more than 300,000 baht. |

## 2. Creating Good Education

> **"Just image that all Thai children have an equal chance to access high-quality education, provided that we work together to turn this vision into reality and provide quality educational opportunity for all Thai children."**

Supalai is clear about **"creating good education"** and **is ready to drive the creation of educational equality,** which is considered an important element of social responsibility regardless of background, gender, or social status. The fact that the Company promotes equal access to quality education for all is like a key that unlocks all limitations, that is to provide educational opportunities, create equality, develop potential, and improve quality of life. This is a part of helping the community and the society. Moreover, it helps create a good future for the nation.

### 2.1 iCreator Conference 2023 Presented by Supalai

**Supalai, in collaboration with RaiNMaker for the second year,** organized **iCreator Conference 2023 Presented by Supalai,** the largest gathering of content creators and leading platforms in Thailand. The Company also opened a forum to share experiences in working successfully in the world of communications under the theme **"The Power of NEXT Gen: The Power of the Modern Content World: Towards the Future of the Creator Industry"**, reflecting the power of the advent of new things, new contents, and new trends to spark ideas, pass on the inspiration, create the society of modern creators, and power up everyone towards becoming the NEXT Gen in the future. The Company and the Media also worked together in opening a special on-stage discussion session on the topic of **"The Future of Workspace: Expanding Creative Works With Home Studio."** The session also mentioned the importance of home, which, currently, not only is a place to live but also can be transformed into a home workspace where one can work on inspirational creations. Furthermore, Supalai's activity booth was created under the concept of **"The Reflection of Your Own Working Space",** which allows the house to be used as a space where one can reflect oneself and sparks ideas for working and living for the new generation. This theme received an overwhelming interest. The event was held on Wednesday, November 1, 2023 at the BITEC Exhibition and Convention Center, BITEC (BHIRAJ HALL).

| Activity goals | Operating results for 2023 |
|---|---|
| • Supporting space for modern creators.<br>• Creating learning experiences outside the classroom for groups of pupils and students. | • Becoming a joint supporter for "iCreator Conference 202 3 Presented by Supalai" for the second consecutive year.<br>• There were 2,800 people in attendance.<br>• The outreach to the new generations in the age group of 18-24 has increased by 43% and 30% of the age group of 25-34. |

## Activity goals

## Operating results for 2023

- Promoting study tours for students of 12 universities who are interested in certain areas or areas of knowledge relevant to what they are studying.
- Executives jointly discussed and exchanged knowledge on stage on the topic of "The Future of Workspace: Expanding Creative Works With Home Studio."
- Designed and organized activity booth under the theme of "The Reflection of Your Own Working Space", which allows one's house to be a space for self-reflection and sparks ideas for working and living for the new generation.

### 2.2 Continuing the Big Brother Project for the 6th Consecutive Year

**Supalai PCL continued Big Brother Season 7 project, which was organized by the Thai Chamber of Commerce, for the 6th consecutive year. The Company also gave an intensive tutorial in real-estate-related subjects to two small and medium real estate development companies (SMEs):** B More Estate Co., Ltd. and Sophon Towerhouse Co., Ltd. Both companies operate a regional real estate development business in Prachinburi and in Phichit, respectively. They hoped to increase and exchange knowledge about housing with each other in various dimensions instead of seeing each other as business competitors. Supalai is also committed to being a part in creating sustainability in business operations for Thai real estate entrepreneurs to show its ability to create business opportunities while bringing benefits to all sectors of the society.

| Activity goals | Operating results for 2023 |
|---|---|
| • Sharing business-related experiences and knowledge with small and medium real estate companies (SMEs). | • Joining and supporting "Big Brother" project.<br>• Serving as a coaching mentor for two companies: B More Estate Ltd. and Sophon Tower House Ltd. in order for them to be able to apply knowledge to business development within their organizations. |

### 2.3 Seminars to Provide Knowledge to the General Public

**In 2023, Supalai held 2 knowledge-sharing seminars, the first one was to provide knowledge on the topic, "When will we be... rich and happy sustainably?",** by Dr. Prateep Tangmatitham, Chairman of the Executive Committee, Supalai Public Company Limited. All participants could hear about the growth mindset, the administration for business success and growth, and the management for a wealthy and happy life from the experiences of senior executives. **Another topic was "The Changing World: a Need for the Changing Investment"** by Mr. Kawee Chukitkasem, Head of Research and Content from Pi Securities Public Company Limited, which invited all participants to discuss and update on changes in the world, looking into significant investment trends in dept, and discuss investment strategies to keep up with the changing world and gain worthwhile returns. **The second seminar was to provide knowledge on the topic, "Uncover the Science of Feng Shui: How Can You Enhance Happiness in Your Life?",** by Dr. Prateep Tangmatitham, Chairman of the Executive Committee, Supalai Public Company Limited. That was the Feng Shui treatise which focused on and advised the participants on selecting the house, choosing the location, and improving the house according to scientific Feng Shui principles that could be applied to increase happiness and convenience for homeowners. **Another topic of the second round was "Health Balance by Thai Wellness",** by Mr. Somboon Chayawijitsilpa, the founder of Hansar Thai Wellness Company, which aimed at awakening the trend of health-consciousness in Thai way and sharing healthcare experiences in the style of traditional Thai medicine combined with modern principles. Both seminars received an overwhelming interest from the general public.

| Activity goals | Operating results for 2023 |
|---|---|
| • Supporting and promoting knowledge sharing on various topics of trends to the general public. | • A total of 285 people attended both seminars, which was considered an educational support worthing 1,140,000 baht.<br>• 88% of participants in both seminars were satisfied.<br>• Seminar participants could apply the knowledge and benefits they gained in their daily lives. |

## 3. Creating Good Society

**" The Company is ready to focus on developing the quality of life, altogether with the society, and create activities to generate positive impacts in order to build the society with quality, prosperity, and better wellbeing. "**

Creating **a good society** is another goal of social and community responsibilities. The Company aims to create activities that benefit both the society and the community as well as to improve the quality of life of stakeholders involved in the organization's business, both directly and indirectly, in order to improve Thai society.

### 3.1 "Eyeglasses for Happiness" Year 2

Supalai Public Company Limited continued the activity, "Eyeglasses for Happiness", under the project, "Supalai Saang Dee (Supalai: Doing Good Deed)", for the second year in order to move on with the plan to develop the quality of life of construction workers according to the goal... supporting the cost of eyeglasses for the construction workers with vision problems in Bangkok Metropolitan Region, including their family members and their descendants with such problems, after having reached the age of at least 12, in order to promote higher levels of wellbeing and quality of life. The number was meant to reach 1,000 people by 2025. In this activity, the Company joined hands with its business partner, Better Vision Group Co., Ltd., the expert in eye health and Thailand's top manufacturer and distributor of eyeglass frames and optical lens. **Throughout the 2-year period of the activity, the Company has received gratitude and good feedbacks from the construction workers. Currently, under the "Eyeglasses for Happiness" project, there has been more than 300 construction workers receiving tailor-made eyeglasses under the budget of over 1,500,000 baht.** The clearness of vision has been restored, the completeness of living has been reestablished, and the burden of unnecessary expenses of the construction workers' families has been minimized. **In 2023, "Eyeglasses for Happiness" was organized twice in Rangsit, Lam Luk Ka, Pathum Thani, and Rama 2 zones, for a total number of 219 construction workers.**

| Activity goals | Operating results for 2023 |
|---|---|
| • Within 2025, 1,000 construction workers could receive eye examinations and tailor-made eyeglasses.<br>• Construction workers could gain support equally. | • "Eyeglasses for Happiness" project was held for the second year.<br>• First round: July in Rangsit-Lam Luk Ka-Pathum Thani zone, with 105 participants.<br>• Second round: October, Rama 2 zone, with 114 participants.<br>• In conclusion, examining eyesight and making eyeglasses has been provided for a total number of 219 construction workers.<br>• The expenses for making eyeglasses for construction workers has been reduced by 547,500 baht. |

SUPALAI
Happiness
Camp
จุดที่ 3

SUPALAI
Happiness
Camp

### 3.2 Nong Suk Dee Phi Suk Jai (Happy Kins)

In 2023, the Company continued to increase the quality of life of the construction workers' descendants more concretely and inclusively in all dimensions by **setting a goal of improving the quality of life of 300 children by 2025**. It came up with the activity, "Nong Suk Dee Phi Suk Jai (Happy Kins)", which was extended from the project "Happiness Camp" that was held many years ago to elevate the quality of life of the construction workers' descendants so that they could access basic health benefits. Teams, consisting of doctors and nurses nearby various working sites, were mobilized into the construction sites in order to give the construction workers' descendants check-ups. The project was held twice: in Rangsit, Lam Luk Ka, Pathum Thani, and Rama 2, including the health problem consultation service with pediatricians for basic check-ups, such as the blood tests for hepatitis B, the computerized system for eye examination, the chest x-ray for evaluating the body condition, including the vaccination for preventing 4 strains of influenza. **The number of construction workers' descendants who received check-ups in both periods was 88. The parents' burden of expense could be reduced by approximately 220,000 baht in total**. In addition, the Company also **sponsored the children's necessary items such as consumer products, educational equipments and toys worth more than 30,000 baht**. Such event received support from the Welfare Committee team and Supalai employees.

| Activity goals | Operating results for 2023 |
|---|---|
| • Increasing the quality of life of 300 children, providing them with the access to health welfares by the year 2025. | • First round: July, Rangsit-Lam Luk Ka-Pathum Thani zone, 53 people received check-up from a team of volunteer doctors and nurses from Krungthai Hospital .<br>• Second round: October, Rama 2 Zone, 35 people received check-up from a team of volunteer doctors and nurses from Mahachai Hospital.<br>• The total number of construction workers' descendants receiving basic health check-up was 88.<br>• Helping reduce the construction workers' families' expenses by 220,000 baht.<br>• Consumer products, educational equipments, and toys, worthing more than 30,000 baht, were provided. |

### 3.3 Sharing Warmth to Relieve Coldness (for construction workers)

The Company remains committed to better the quality of life of the construction workers, including their families and descendants. It organized the activity, Pun Oon Cluy Nao (Share the Warmth to Relieve Coldness), for the second consecutive year to elevate the sharing, collaborating with fellow employees and Supalai residents in Chiang Mai. It set up donation boxes for 3 projects, such as Supalai Tuscany Don Kaew-Mae Rim Project, Supalai Grand Ville Sankamphaeng Project, and Supalai Monte 2 Chiang Mai Project to pass on sweaters, clothes, bags, shoes, various appliances, and discarded toys and dolls to create smiles, spread happiness, cause warmth, reduce inequality, and form social equality. The activity was also supported by suppliers in Chiang Mai, who donated funds for buying snacks and ice-cream for everyone at the event, which could **elevate the quality of life of construction workers plus their families of 70 households, including more than 200 people, and could reduce expenses by approximately 3,000 baht per family. This activity could help support the workers' families by 210,000 baht in total. Furthermore, it helped reduce the amount of** fast fashion waste, one of the environmental problems that affect the world and lead to global warming, by circulating clothes and passing them on to construction workers and their families and helped cut down **the amount of greenhouse gases (Carbon Footprint) from discarding the garments as the clothing waste by 15,000 Kilograms of carbon dioxide equivalent**. The Company was ready to expand the activity zone of "sharing and giving" together to pass on all necessary items to the construction workers and their families in the entire region.

## Activity goals

- Helping construction workers suffering from the coldness and lacking necessary clothing in order to promote social equality.
- Continuing the activity by giving necessary items to the needy construction workers living in remote areas more thoroughly.
- Rotating fashion clothing to help reduce greenhouse gas problems arising from producing clothing fibers.

## Operating results for 2023

- Running the activity, Pun Oon Cluy Nao (Sharing Warmth and Relieve Coldness), for the second consecutive year.
- Expanding the area for sharing to construction workers in Chiang Mai.
- Allowing Supalai residents of 3 projects in Chiang Mai, such as Supalai Tuscany Don Kaew-Mae Rim, Supalai Grand Ville Sankamphaeng, and Supalai Monte 2 to participate in sharing necessary items in this event.
- Supalai employees and residents worked together in sharing 2,800 items consisting of sweaters, clothings, and necessary appliances.
- Construction workers in 70 households, over 200 people in total, were supported.
- Expenses have been reduced by approximately 3,000 baht per household, or 210,000 baht in total.

### 3.4 Sharing Warmth to Relieve Coldness (schools in hardship areas)

Supalai is ready to continue "Do Good" activities. "Sharing Warmth to Relieve Coldness" for Year 2 in order to promote the value of sharing from close and surrounding people to distant groups of people to raise the level of giving back to society by visiting schools in remote and hardship areas, such as Ban Mueang Ka School, Mae Rim District, Chiang Mai Province, a small school (kindergarten-grade 6) with only 70 students and 10 personnel. This school needs financial assistance, support in educational equipment and other items to help improve the quality of life, and better living condition so as to create opportunities for equality in society for students and personnel. Supalai is, therefore, ready to deliver happiness and share opportunities by donating **100 "Sang Dee" (Do Good) sweaters to relieve coldness and deal with cold weather. It also supports school supplies, sports equipment and first aid equipment in a total value of more than 55,000 baht. The Company had also fulfill happiness by providing lunch for the children and school personnel, along with plenty of snacks and drinks.**

**Activity goals**

- Continuing sharing from directly involved stakeholders to outside society.
- Focusing on helping schools in hardship areas and lacking capital.
- Elevating the quality of life and well-being of students as well as creating opportunities for equality in the society.

**Operating results for 2023**

- Initiating the activity to share warmth and relieve coldness to a pilot school of Ban Muang Ka, Mae Rim District, Chiang Mai Province.
- Delivering 100 "Sang Dee" (Do Good) sweaters to students and school personnel together with 80 sets of educational equipment (70 students).
- Sharing the burden of expenses with parents in the amount of 513 baht per 1 student.
- Providing 1 large set of sports equipment and 2 first aid kits to help reduce school expenses by more than 8,000 baht.
- Providing lunch for 80 students and school personel worth 25,000 baht to help reduce lunch costs Including afternoon snacks in the amount of 312 baht per 2 meals.

### 3.5 Supalai's Support for the Power of New GEN Volunteers

Supalai, with TOA Paint ( Thailand ) Public Company Limited, we have participated in the "Do Good" project in **supporting the power of new generations of volunteers from the Faculty of Social Business Administration Student Club of Srinakharinwirot University in the project of Social Development Volunteer Camp "BAS CAMP OF GEN 5" to restore and improve the landscape of Ban Bu Phai School, Wang Nam Khiao District, Nakhon Ratchasima Province in order to have a better environment. Supalai supported the budget for volunteer camp activities in the amount of 30,000 baht and 30 packs of drinking water, painting equipment and tools, along with a team of more than 30 construction experts, worth another amount of 35,000 baht**. It has also provided various exterior and interior paint colors from a partners, which is **TOA, that co-sponsored "4 Seasons" exterior paint, 100% pure acrylic water paint with high grade quality that is durable and environmentally friendly, "Glipton" oil paint, "Roadline Paint", 53 buckets of old cement primer paint, 2 bags of skim coat, totaling worth more than 160,000 baht**. That was the joining of forces to "Do Good" with a group of new generation student volunteers to improving the landscape at various points of the school, such as school building, playground, sports field, cafeteria and various locations around the school. Besides, other deliveries consisted of drawing and painting teaching materials on walls and roads to enhance development according to the BBL principles (Brain-Based Learning) to promote imagination and create fun learning for children. There was also ice cream distributed to volunteer teams, students and personnel of Ban Bu Phai School in the number of 380 people to bring about happy smiles during this activity.

| Activity goals | Operating results for 2023 |
|---|---|
| • Providing assistance to schools in remote and hardship areas which are in need of capital support.<br>• Elevating the quality of life and well-being of students, creating opportunities for equality in the society | • Joining hands with partner company, TOA Paint (Thailand) Public Company Limited.<br>• Supporting the social development volunteer camp project, BAS CAMP OF GEN 5, from the Faculty of Social Business Administration Student Club of Srinakharinwirot University for 283 people. |

## Activity goals

## Operating results for 2023

- Supporting the budget for volunteer camp activities in the amount of 30,000 baht and 30 packs of drinking water, equipment and painting tools along with a team of 30 construction experts equals to the value of 35,000 baht.
- Restoring and improving the landscape for Ban Bu Phai School, Wang Nam Khiao District of Nakhon Ratchasima Province, such as school buildings, playground, sports field, cafeteria and teaching media on walls and roads to enhance development according to the BBL (Brain-Based Learning) principles.
- Providing support to reduce the burden of school renovation costs in a total amount of 225,000 baht.

### 3.6 "Saang Dee" (Doing Good Deed) bathroom renovation and water dispenser to cool off the heat for Mae Rim residents in Chiang Mai Province

The Company, under the project of Supalai Tuscany Don Kaew - Mae Rim, delivered the task of renovating and repairing the restrooms for public services worth 290,000 baht to Chiang Mai Land Office (Mae Rim Branch). In addition, the Company provided a hot-and-cold water dispenser to facilitate and quench the thirst of the people who come for services of this land office.

| Activity goals | Operating results for 2023 |
|---|---|
| • Establishing good relationships with agencies and surrounding communities by providing assistance or support for public benefit. | • Renovating and repairing bathrooms for public service worth 290,000 baht.<br>• Providing a hot-and-cold water dispenser worth 3,000 baht.<br>• Being able to facilitate the personnel and the people coming for services at Chiang Mai Land Office (Mae Rim Branch). |

### 3.7 Type of encouragement (%)

| Charitable Donations | Community Investments |
|---|---|
| 23.23 % | 76.77% |

The Company also develops residential projects along with caring for the surrounding communities and society, both in Bangkok, its vicinities and the provincial areas. Such project development has been done not only in the area of the projects but it has the intention to coexist and grow together with surrounding communities. Therefore, all the projects have been planned to be developed in collaboration with surrounding communities, such as development of public utilities, land, roads, sewers, electricity, water supply, etc., while also preserving all traditional mature trees and faith centers of villagers existed before the development of the Company's projects.

## Development of utilities and environment for surrounding communities

| Operaions | Benefits for Community |
|---|---|
| Improve public roads | • To support the movement of communities around the project to be convenient, quick and safe for life and property.<br>• To develop infrastructure projects and reduce road accidents. |
| Improve sewer pipes | To help drain water and facilitate convenient traffic. |
| Expand the electricity and water supply zone | For the surrounding communities of the project to have better electricity and water supply systems. |
| Preserve the original mature trees | To create a landscape of green spaces, create engagement and pass on the value of sustainable trees to the community, society and the environment. |

## Examples of area development in each project

### 1. Improve public roads and install drainage system

The Company improved the reinforced concrete road surface and expanded the culvert around Soi Srinakarin 40 and Soi Supapong 3 Junction 8 due to damage to the road surface, and the problem of waterlogging that occurs during the rainy season, affecting and causing traffic difficulties inside the alley. The Company, therefore, supported the budget for sewer improvements to the Prawet District Office to facilitate traffic flow and alleviate traffic congestion caused by such flooding in Soi Srinakarin 40. Accordingly, approximately 1,000 households in communities surrounding Supalai Sense Srinakarin Project have benefited from such support.

In addition, the road in front of Supalai Ville Chaiyapruek-Wongwaen project has been damaged and having potholes, which may cause danger to commuters or those who use public roads. Therefore, the road in front of the project was developed and the sewer pipe was laid by the Company, whereby the original road was compacted and paved with asphalt 5 centimeters thick in the length of 215 meters, representing a total road improvement area of 660 square meters, benefiting about 100 households in surrounding communities.

Also, the road in front of Supalai Primo project, Phuket Monument has been improved from gravel road to a concrete road with a total area of 1,368 square meters, helping reduce accidents with convenient traffic that benefited about 60 households in the surrounding communities.

**2. Expand the electricity and water supply zone**

The Company supported the budget to the Koh Rien Subdistrict Administration Organization to improve the pressure of groundwater supply of the communities surrounding Supalai Parkville Koh Rien-Ayutthaya project, resulting in 150 households in neighboring communities benefited from such improvement with better water supply pressure.

**3. Support canal dredging**

The Company has provided budget support for dredging of public canals for the benefit of the villages in Community 6, of Mae Sa Subdistrict, Chiang Mai Province to improve the landscape, remove weeds and other barriers to open waterways for use in community farmland in an approximate area of 100-200 rai, whereby 300 households in the communities adjacent to Supalai Tuscany Don Kaeo-Mae Rim Project have benefited from this support.

**4. Preserve trees and improve the landscape**

The Company participated in the project to plant a million trees according to the policy of the governor of Bangkok in front of Supalai Elegance Phaholyothin 50 project to increase green spaces, exercise areas and recreational facilities for 1,500 households in the area of Thep Rak Road.

Supalai Public Company Limited has conducted real estate business with high responsibility towards all groups of stakeholders. It, therefore, attaches importance to carrying out activities of CSR-IN-PROCESS to build trust and confidence as well as to show responsibility to the community, society and the environment. In 2023, the Company has implemented various kinds of CSR activities according to the prevailing situations, in order to maximize the benefits of the public and to create stable and sustainable growth of the organization.

## 3.4.2.3 Respect for human rights and fair labor treatment

The Company attaches great importance to respecting human rights in accordance with the UN Guiding Principles on Business and Human Rights (UNGP), of which main principle is to avoid violating the human rights of others and taking care of the negative impacts if the company is involved in violations of the basis of the internationally recognized human rights law in 7 areas as follows:

1. Convention for Non-Racial Discrimination
2. Convention on Non-Discrimination Against Women
3. Convention for the Rights of Persons with Disabilities
4. Convention on the Rights of Children
5. Convention Against Torture
6. International Covenant on Civil and Political Rights
7. International Covenant on Economic, Social and Cultural Rights

All aspects of such human right principles cover all process regarding stakeholders, which consists of customers, suppliers, contractors, the surrounding communities, and the company's employees. The company has disseminated the policy to all stakeholders via website: www.supalai.com whereby all directors, executives and employees of the Company, its subsidiaries and associated companies Including its suppliers and contractors must strictly abide by.

In addition to creating an understanding of human rights for employees and suppliers, the company also proactively places emphasis on preventing human rights violation through various activities that help improve the living conditions of employees and support fair treatment of workers, covering the company's employees, suppliers and contractors.

### 1. Human Rights Practices Towards Customers

The company has a policy to provide customer services without discrimination in terms of nationality, race, gender, age, physical fitness, occupation and income or political and religious belief. The customers would be provided with services on an equal basis. Also, to access to goods and services of the company, there is no discrimination that is in conflict with human rights principles.

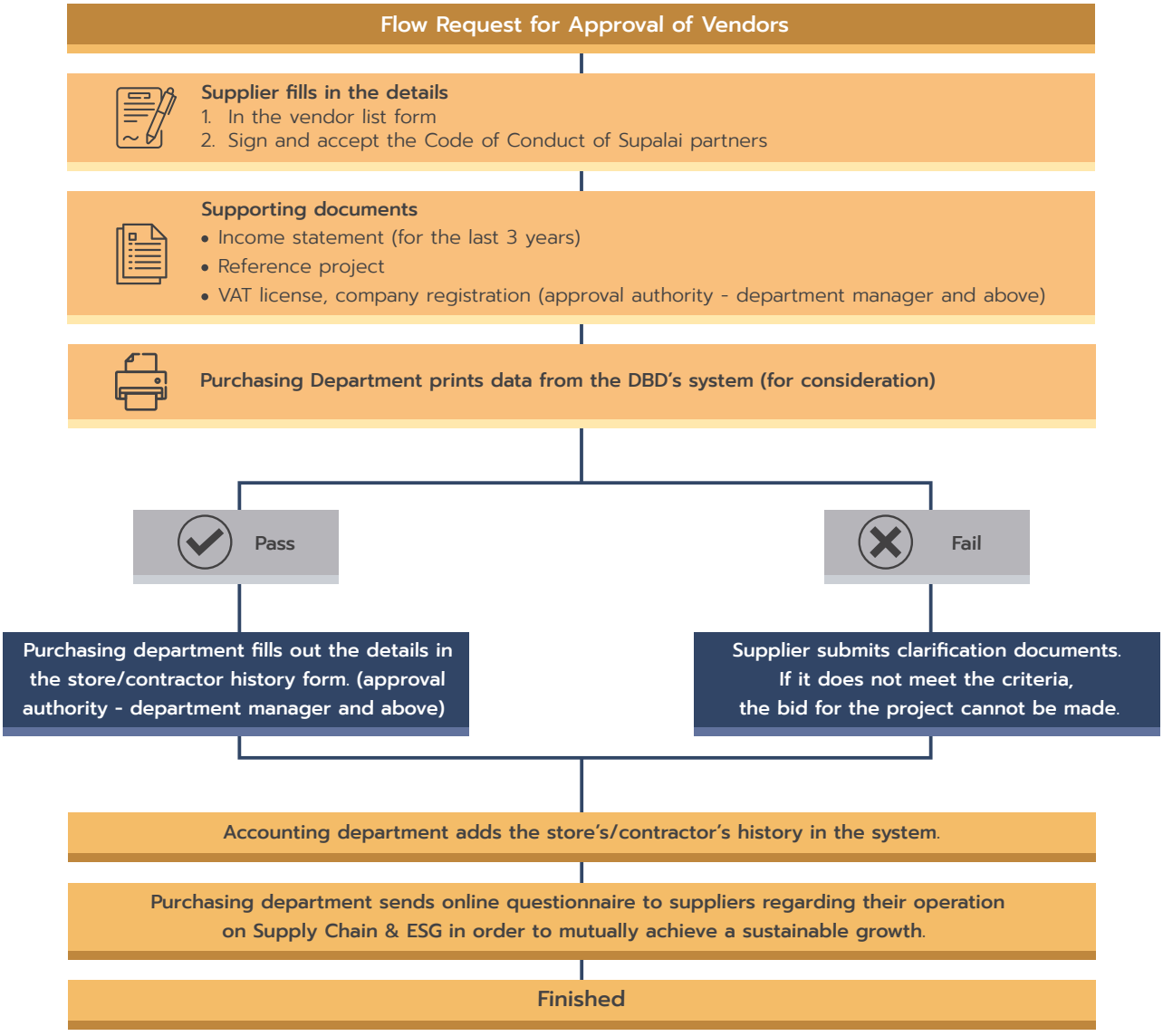
The Company has developed skills to provide services and instilled non-discriminatory attitudes for employees at all levels through trainings as well as supervising the services of suppliers and contractors given to the Company's customers to be in line with the same standards, whereby effectiveness is evaluated through customer feedback after receiving services and through complaint channel of telephone line 1720.

### 2. Human Rights Practices Towards Suppliers and Contractors

Supalai Public Company Limited sees its suppliers as business partners who are part of the supply chain (Eco System) and are important supporters of the Company's business operations. Since the company's business policy focuses on transparency, fairness, community, society and the environment, it, therefore, sets out the criteria for selection of potential suppliers who run their business in a sustainable manner with on-time delivery of goods

and services. The suppliers must also possess basic qualifications according to professional standards and be able to comply with labor and human rights laws, rules and regulations. They must also have a transparent and fair procurement process so as to reduce business operation risk. the Company has been supported well by suppliers, while the company has also promoted the suppliers' operational potential in order to grow sustainably alongside with the company. Communications have been carried out to suppliers regarding the Company's policy of complying with the suppliers' code of conduct, human rights, and environmental principles by integrating sustainability practices in terms of social and environmental governance into the management process throughout the supply chain. Exchange of knowledge and development of collaboration have been carried out to deliver quality products to customers, while assessment has been made on the work of suppliers and the results are informed to suppliers for improvement and better collaboration.

In 2023, the Company hired 865 suppliers and contractors with a total purchase value of approximately 6,263 million baht, among which included 520 companies in construction materials, 154 companies in furniture and construction materials, 88 companies in landscape architecture, and 103 companies in office equipment. Registration process of suppliers and contractors are shown in the following chart.

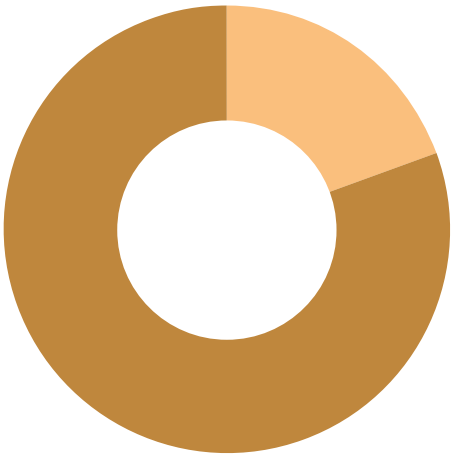


## Purchasing Risk Management

The Company manages purchasing risks through transparent selection criteria. Suppliers are evaluated. Agreements are made in accordance with what has been agreed upon. Works are distributed in an appropriate portion according to each supplier's capability.

Identify critical suppliers. The Company promotes the potential and capability of supplies by collaborating in development of products, services, and innovations, which are beneficial to the business, in line with the sustainable development with responsibility for society and the environment.

## Proportion of value of procurement of goods and services from trading partners

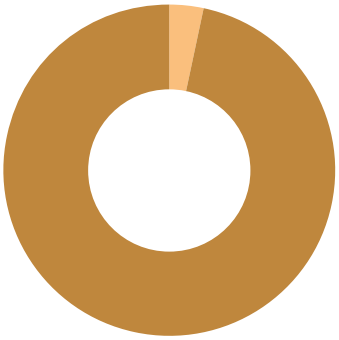


- critical suppliers (168 suppliers) **19.42%**
- general suppliers (697 suppliers) **80.58%**

**Risk suppliers** are those who produce and distribute products and services that can cause impacts to the project construction and may cause delay in delivering work to customers.

### Proportion of products and services procured

Products which are difficult to find substitutes and are affected from supply chain



- Products which are difficult to find substitutes (28 suppliers) **3.24%**
- General products and services (837 suppliers) **96.76%**

| Types of critical suppliers | | |
|---|---|---|
| Type | Number of suppliers | Proportion against critical suppliers |
| Steel structure product group | 8 | 29% |
| Wall construction product group | 16 | 57% |
| Architectural product group | 4 | 14% |

## Risks in sourcing architectural product manufacturers with expertise in craftsmanship

Development has been carried out on potential architectural products with existing suppliers to increase the number of teams, and to recruit skilled manufacturers to cover all provinces in which the Company has developed the projects.

## Risk of Product Shortage

During the periods of product shortage, the Company has ordered products directly from the production factory and procures products from sales representatives in other provinces. The Company has also closely monitored the shipping volume with the seller to ensure that the quantity of products is sufficient for use in the projects.

## 3. Human Rights Towards Nearby Communities

The company attaches great importance to the right to live in a good environment of the nearby communities of the Company's projects, such as access to water resources, non-encroaching on residential land, control of pollution caused by construction, etc. All such activities are carried out strictly according to the environmental requirements of government agencies. Public hearings have also been organized to analyze the risk of violations, accepting suggestions and complaints from the communities through various channels as well as conducting relationship activities to improve the quality of life of people in the communities.

## 4. Human Rights Practice Towards Employees

The Company has established a comprehensive human rights management process so as to identify important issues and human rights goals related to business operations, for examples, child labor, human trafficking, rights and freedom at work, fair compensation, sexual and other forms of harassment, as well as security and safety. This is to ensure that business operation does not cause human rights violation.

**Comprehensive human rights management process**

For the year 2023, the Company has set the following human rights targets for employees:

1. Zero case of complaints on labor human rights
2. No complaint in the employee recruitment process
3. Management board members are gender diverse

- **Compliance with human rights principles**

The company intends to support and promote basic human rights, i.e. no child labor or other matters that does not respect human rights. Knowledge on human rights principles is provided for employees to practice in their jobs. Channel for filing complaints on human rights violation is provided for preventive and corrective actions. In 2023, there is no complaint on labor human rights.

- **Non-discrimination and Equal Opportunities in Employment**

The Company implements the recruitment policy with adherence to ethical principles without discrimination or exclusion due to diversity, race, religion, culture, language, skin color , gender, disability, or political opinion. Recruitment decisions are made based upon individuals' qualifications needed for each role and responsibility, without child labor being employed. Our recruitment and selection system reaches high standard and always offers equal opportunities for those interested in joining the Company.

In 2023, the Company had a total of 1,828 employees with close ratios of men to women, that is 942:886. Our employees vary in terms of age, gender, level of education and nature of operations. All are treated fairly and equally without discrimination despite their differences.

Having been given an opportunity to work with the Company, the disabled people are able to live their lives equally with general individuals, and participate fully and effectively in society in an accessible environment. In 2023, the Company participated in "Inclusion Job Fair 2023", an event that connected employment opportunities between employer organizations and people with disabilities aiming at equal work opportunities. In 2023, the Company employed four people with disabilities - three male and one female. The Company submitted fund to the Fund for Support and Development of the Disabilities in a complete and timely manner in compliance with the Persons with Disabilities Empowerment Act, B.E. 2007

In addition, the Company provides provident fund welfare to employees on a voluntary basis, in every period of their services, as a guarantee for savings in their retirement.

As for gender equality, the Company places great importance on the equitable treatment of both sexes and offers opportunities for competent persons to join the management team. At present, the Company's Management Committee comprises 11 members with 4 female executives included, (that is more than one-third of total executive members).

## 2023 Employee Data

| Proportion of employees | Number (of employees) | Percentage |
|---|---|---|
| Classified by gender | | |
| Male | 942 | 51.53 |
| Female | 886 | 48.47 |
| **Total** | **1,828** | **100.00** |
| Classified by level | | |
| Executives and supervisors | 246 | 13.46 |
| Operating | 1,192 | 65.21 |
| Part Time | 390 | 21.33 |
| Classified by age range | | |
| Less than 30 years | 517 | 28.28 |
| More than 30 years | 1,311 | 71.72 |
| Terminated employees classified by gender | | |
| Male | 76 | 47.20 |
| Female | 85 | 52.80 |

| Proportion of employees | Number (of employees) | Percentage |
|---|---|---|
| Terminated employees classified by age range | | |
| Less than 30 years | 73 | 45.34 |
| More than 30 years | 88 | 54.66 |
| New employees | | |
| Male | 114 | 48.31 |
| Female | 122 | 51.69 |
| New employees classified by age range | | |
| Less than 30 years | 168 | 71.19 |
| More than 30 years | 68 | 28.81 |
| Maternity leave | | |
| Employees on maternity leave | 20 | 2.26 |
| Disabled employees | | |
| Male | 3 | 75.00 |
| Female | 1 | 25.00 |

- **Appropriate Employee Remuneration and Welfare for All Employees at All Levels**

Importance is attached to all employees who are treated with dignity, mercy, and compassion. A fair and appropriate policy on employee remuneration management has been developed accordingly in comparison with other companies in the same industry. Remuneration is provided to employees in an equal manner taking into account their duties and responsibilities as well as their capabilities. Employee compensation has been adjusted so as to be competitive when compares to others in the same business group and motivate employees to devote to their duties which will bring about a mutual and continual success.

The convenience of employees with disabilities is also taken into consideration. In this regard, the company's thoughtfully designed building facilities for disabled people such as ramps, disabled accessible toilets and reserved parking space.

## Welfare Committee

The company has set up a welfare committee with 7 members to represent employees in discussions, supervision and offering of opinions on welfare matters of the employees to be proposed to senior executives. This will help promote relations and mutual understanding between the employer and the employees regarding the welfare and the improvement of working environment. It would also boost the morale of the employees in working, which would result in increasing performance.

The company has a policy of prioritizing the care, welfare and health of all employees at all levels on an equal basis. It is one of the components of being an organization of happiness. By enhancing the work-life balance to ensure that they are strong with good health and be happy to work would generate more efficient work result. This is the concept of employees being important human resources in driving the organization to success that based on 8 principles of happiness, which consist of:

## 1. Happy Body

Happy body means being physically and mentally healthy, by provding:

- Fitness facilities for employees to exercise before work, during lunch break and after work
- Pre-entry and annual health check-ups
- Medical expenses, dental fees and accident insurance
- Nursing room for sick employees during working time
- Provision of posture-friendly chairs and equipment to prevent office syndrome
- Activities to provide knowledge on health care

- Running Activity "SUPALAI ECO RUN FUN TOGETHER 2023"

The Welfare Committee and the Supalai Relations Club organized the activity "SUPALAI ECO RUN FUN TOGETHER 2023", a running event in the style of people who love and wish to conserve the world, running in a way not causing global warming. In this event, Supalai employees had participated in the "Kep Phua Saang" (Collecting for Creating) Project by collectting bottle caps which are orphan wastes, non-recyclable or not worth recycling, and if being left, will become an environmental problem. In this project, more than 420,000 bottle caps, accounting for 224 kilograms of plastic waste could be collected. They were taken to undergo the upcycling process, making 600 medals, being further used as coasters. By making medals out of bottle caps this time, greenhouse gas emission could be reduced by 194.66 kilograms of carbon dioxide, equivalent to planting of 3.2 trees, which could be able to absorb carbon dioxide for 10 years.

In addition, running shirts and medal lanyards made from rPET (r-PET) plastic fibers obtained from water bottles is a means to encourage the use of recycled materials for maximum value. Containers made from natural materials that can decompose naturally, or materials that easily decompose were used in this event. This is considered an activity of Zero Waste awareness and caring for the environment with an aim to enhance cooperation among all employees in caring for and emphasizing importance to the environment. Such activity would help reduce the amount of waste and plastic use, wlhich would finally reduce problems regarding global warming.

## 2. Happy Heart

Happiness from kindness and care for each other; the company has provided Service Excellence Award for employees who provide regular service with their hearts to ensure that they are service minded employees so as to help foster culture of excellent service.

In 2023, the Company organized a Mental Health Day activity under the theme of "Supalai Mental Health Festiva"l: If You Are Too Tired, Take a Break". This is for the purpose of caring and creating good mental health for employees through various activities and be ready to join the workshop on the topic of "Building Resilience Through Positive Resource: Getting Up after Falling, building a strong heart".

### 3. Happy Relax

To have a relaxing attitude towards life and work, with the following provided

- Welfare such as staying at the Company's affiliated hotels.

Supalai Scenic Bay Resort and Spa, Phuket

Supalai Pasak Resort and Spa, Saraburi

- "Meet & Co Inspired by Space", is created to support the lifestyle of new gen employees so that they have a common area for meeting, talking or working together.

## 4. Happy Brain

The happiness from continuous learning to gain knowledge and for self-development at all times will lead to professionalism and career security by provding

- The Innovation Award 2023 project was organized to encourage employees to submit to the contest their work products with suggestions, new work practices and improvements that benefit the company. There were 76 submissions in the contest, and the company has adopted suggestions that are all useful and inspire creative thinking, leading to improvements to make work more efficient. This project aimed to achieve common goals at the working unit and organizational level.
- Creation of learning organization in the form of online community; and allocation of budget has been made for annual trainings in accordance with the Company's overall policies and goals. The Company has also continuously developed employees according to the adopted plan for operational efficiency.

SUPALAI ACADEMY Learning Center Online Community

- Undergraduate and graduate scholarships both local and abroad.
- Study visits both in the country and abroad.

## 5. Happy Soul

As happiness is derived from one's wit and wisdom of the "Peaceful and Virtuous Path", that is to have faith in one's religion and to lead a moral life with a sense of shame and fear for wrongdoings, the following activities were provided;

- Permission granted to employees to take leave for religious observances, e.g. ordination, undertaking the Hajj Pilgrimage
- Arrange the Kathin Robe Offering ceremony.
- Arrage for New Year Merit Making

## 6. Happy Money

Financial happiness means knowing how to save and spend money, while living appropriate life with suitable compensation in the form of salary, special remuneration and suitable operating expenses.

- Provident Fund at the rate of 3-10% according to the years of service, whereby the Company's contribution is the same rate as that of the employees' deduction. This is a concrete practice of the Company for long-term care of employees, and also to create financial security for employees in case of resignation, retirement, disabled or death, which creates good relationship in the organization and increases working incentives for employees so as to have good quality of life.
- Financial assistance to employees, such as allowance for funeral, wedding and financial support for employees and families facing difficulties.
- Special car insurance rate for employees and their family members.
- Providing knowledge on savings plans and financial investment for employees, such as courses on early planning for retirement, managing urgent retirement package, managing income and debt in a happy manner and planning on savings and investments.

## 7. Happy Family

Having a warm and secure family, with the following provided:

- A broad range of benefit allowances. Top executives attach importance and regard every employee as their family members who must be cared for. They attend important ceremonies of all employees, who are also entitled to benefit allowances, such as wedding allowance, get-well gift baskets, childbirth allowance, and funeral allowance.
- A foundation was established by high level executives to provide scholarships for children of employees of the Company and its subsidiaries. With unlimited number of applicants from primary level to tertiary education, each applicant must have average grade of 3.00 or more. Such provision of scholarship has been carried out for 25 consecutive years. In 2023, the scholarships were given to 241 students.
- Employees are provided with special privilege in buying residential places under the company's and its subsidiaries' projects with special discount. This is to provide a chance to employees to have their own houses or to expand or change residence in proper to the family size.

Scholarships for employees' children

## 8. Happy Society

The company creates a healthy society where members have good relations, generosity, and unity. The following activities were organized:

- Coaches to train new employees.
- New Year party
- The company has a policy to encourage employees to love and be bonding with the organization by adhering to the policy of "Promote from Within" & "Recognize" where employees with long period of services, (5, 10, 15, 20, 25, and 30 years), are rewarded, and employees with outstanding performance are supported according to the annual outstanding employee project.

Happy New Year Party

The Ceremony to Announce the Awards of Outstanding Employees & Employees with Long Period of Services

- Activity "Let's Give Us Old Calendars"

The Welfare Committee and the Supalai Relations Club organized the activity " Let's Give Us Old Calendars " under the "Supalai Saang Dee" (Supalai Doing Good Deeds) Project by inviting all employees to pass on unused calendars for recycling to make full use of them. Accordingly, 1,280 desk calendars were given to the Educational Technology Center for the Blind of the Foundation for the Blind in Thailand Under the Royal Patronage of Her Majesty the Queen to produce teaching media and braille books. In addition, this activity also raised awareness of reusing to help reduce the waste volume, and could also reduce the carbon footprint by more than 7 kilograms*. It is considered an activity to instill all employees a habit of participating in environmental protection activities to create a better society. The Company is ready to continue the activity "Saang Dee" (Doing Good Deeds) for public benefit.

- And The Welfare Committee and the Supalai Relations Club organized the activity "Saang Dee, Saang Fun, Hai Nong Im Suk" (Doing Good Deeds, Creating Good Dreams, Making Children Happy) by inviting employees to share items of things and provide scholarships for the Foundation of "Baan Dek Phra Siri Orphanage Home", Lom Sak District, Phetchabun Province. This is to inspire employees to share various things in order to bring about better quality of life and opportunities to the children, which is a means to create social equality.

Focus has been placed on reinforcing great company culture and working environment along with fair treatment of all employees. The company had, therefore, prescribed the Code of Conduct for directors, executives and employees to strictly follow. Also, the 2023 motto was created so as to be a guideline for operations of all level of employees, ensuring their performance in response to the Company's vision and mission.

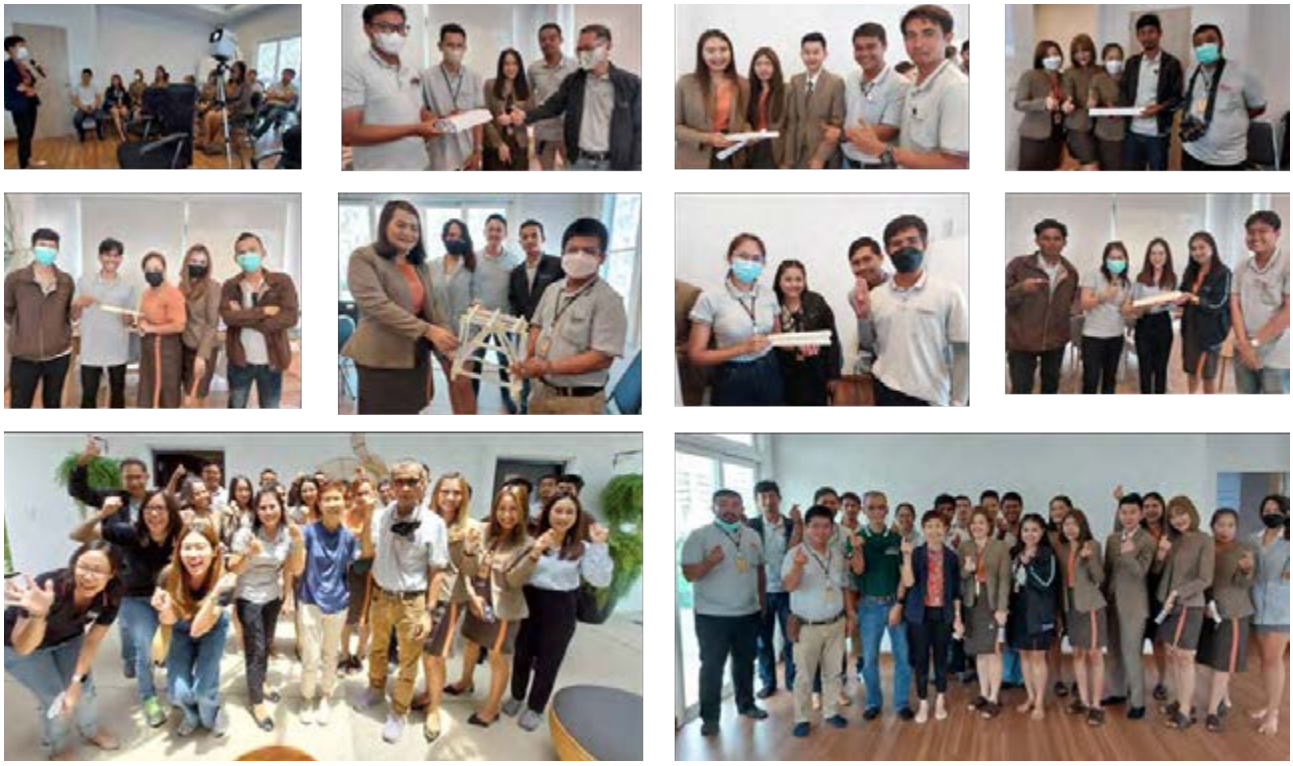
- **Communications, consultation, and listening to employees' feedback**

The company's top executives always communicate with employees at all levels so as to provide opportunities for employees to express their opinions and participate in the development and improvement of business operations and for upward communication from all employees to senior executives through various channels, such as the grand orientation for new employees who begin working with the Company, site visit project as well as communication and listening to opinions informatlly through social media, such as Line Supalai. Also, for the convenience and coverage of all employees, the Company has provided an opinion box so employees can express their opinions and needs, whereby the executives will answer all questions and clarify issues and concerns in all cases via email to all employees.

Moreover, employees are able to offer their opinions through the Company's Committee for Welfares and Club Relations.

In addition to the above communications, the executive meeting with employees and site visit activities were held as follows:

- **Agile Way Site Visit** The Company has organized activities to visit employees in various projects throughout the country to provide knowledge and news, and to inquire about their living condition in the project.

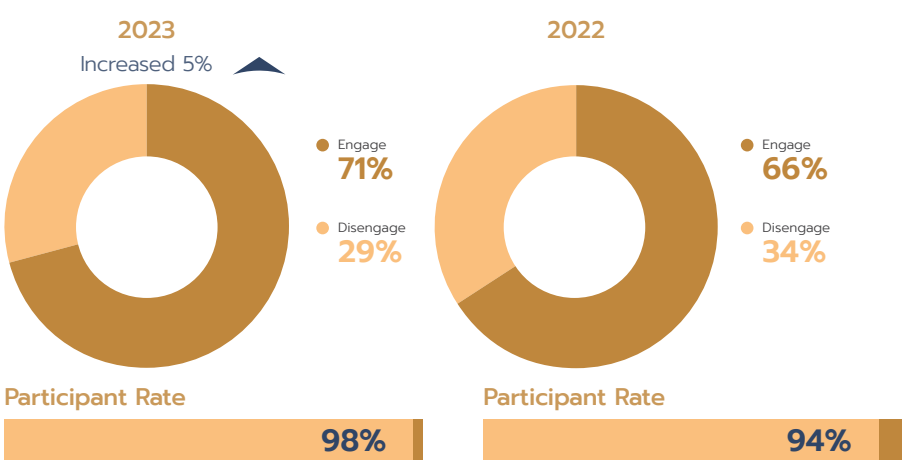


The Company annually undertakes the Engagement Survey through HR communication channel as an opportunity to connect and communicate with employees for understanding and to search for issues to be improved and developed. In this regard, the slogan **"Your opinion is valuable as it means mutual growth and advancement with the Company"** is created. The target and outcome are set as follows:

| Target | 2021 Result | 2022 Result | 2023 Result |
|---|---|---|---|
| Engagement Score of 70% in 2023 | 62% | 66% | 71% |

## Communicating the results of satisfaction and/or engagement evaluation to employees throughout the organization.

The Company communicates results of the Engagement Survey to all employees via e-mail so that they are aware of the survey, duration of the survey, and its results.




In addition, results of the employee engagement survey are communicated through activities such as the New Year's Party and the Annual Performance and Plan Meeting in order to increase organization engagement.

## Employee Engagement Activities

- **Trips for outstanding employees**

Outstanding employees of 2023 were rewarded and encouraged with trips to both domestic and international destinations.

- **New employees welcome**

New employees are welcomed with an employee introduction and a welcome box consisting of new employee introduction program to recognize and adapt.

- **Improvement of welfares and benefits**

In 2023, the Company has improved employees' welfares and benefits to be more flexible and suitable, for example, increasing the rights to scholarship application so that each child can apply for more than one time, increasing healthcare rights to cover mental health and eye glasses. Additional benefits are also provided such as employees' birthday gifts, and etc.

- **Employee relationship promotion activities**

Throughout 2023, the Company has organized relationship promotion activities for employees, for example, Supalai Market Fest, and other festive events such as the Valentine's Day, Songkran Festival, Mini Workshops on scented candles and flower arrangement.

Supalai Market Fest

Activities During Various Festival Days

Mini Workshop Activities: Making Scented Candles and Flower Arrangements

- **Environmental Conservation and Preservation Activities**

The Company is ready to move forward to become an "Earth-saving Organization" to communicate, cultivate, and create awareness and understanding among employees. All employees would have the same direction with the Company regarding the environmental management and would be able to change their view on the environmental and earth-saving to be comprehensible and practicable.

The **"LET'S GREEN TOGETHER"** activity creates knowledge and understanding on the earth-saving concept through various friendly and practicable ECO workshops. The event organized by Supalai's Recycle Day Team and Agile Team included many knowledgeable and fun activities which were easily done by the employees themselves or within the organization. A special activity on vegetable planting from bio-degradable recycled paper was also organized by the KLEEN CLUB.

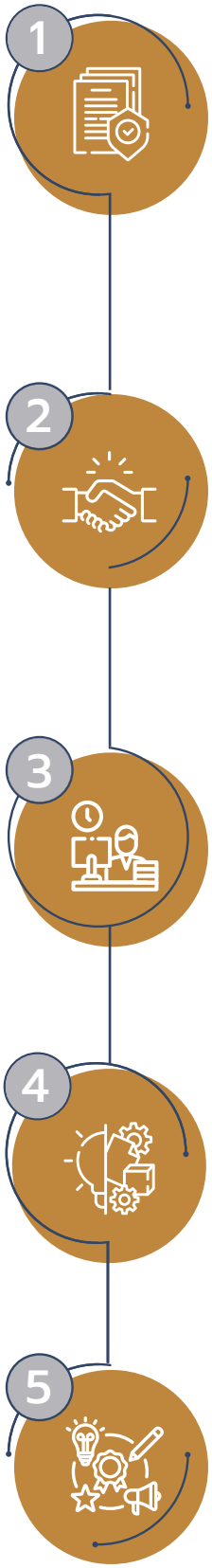
"Let's Green Together" Activity to Create Good Things to Change the World

More than 100 executives and employees joined hands in increasing forest for communities in Baan Khok Pluang, Chakkarat District, Nakhon Ratchasima Province. Organized for two consecutive years, 2,000 trees were planted in an area of 10 rai next to the existing forest area in this year's event titled "SPL Grow Green".

SPL Grow Green Acitivity, Planting Tree Car Raily

## 5. Projects for Promoting Child-Friendly Business Operations

The company's business operations naturally involve with children indirectly, either with children living in the company's projects, children of employees, workers or contractors including the children of customers who come in contact with the company. Having been well aware of children's rights, the company has collaborated with Thaipat Institute to organize activities that promote child-friendly business practices so as to encourage the company's employees to participate in the said activities. Such activities consist of knowledge and guidelines sharing on children' s rights for the employees' operations, for instance:




- **Adopting policies and working group to be committed to the protection and promotion of children's rights**
  - Adopting policies on human rights covering the respect and support of children's rights.
  - Establishing a working group on children's rights comprising voluntary employees of the company to create activities for children in the projects, namely, children of workers, children of people in the residential projects, children in surrounding communities.
- **Encourage the customers and the outsiders to provide protection and promote the children's rights**
  - Adopt the policy that the manufacturers / suppliers of raw materials, goods and services to operate business with respect of the children's rights.
  - Adopt the practices of non-violation of human rights that includes the non-violation of children's right as their guidelines for selection and assessment of their suppliers.
- **Providing work for young people who have inappropriate job**
  - Hiring daily staff by providing opportunity for young people aged 18 and over to work with the company by taking into consideration appropriate nature of the job.
  - Providing multi-educational projects for students who are interested in participating in an internship with the Company to promote the work for students.
- **Preparing projects to promote children's rights**
  - Organizing Breastfeeding Project to encourage employees who are breastfeeding their children by providing knowledge about the benefits of breastfeeding and preparing separate area of the clinical room as a "Saiyai Rak" corner to provide a place for mothers to pump milk for their children with a refrigerator to store breast milk.
- **Promoting awareness regarding children's rights through products and services**
  - Providing a children's corner for customers who bring their children to visit the project to be specifically for children to play.
  - Providing a playground for children in the projects of the company.

### 3.4.2.4 Employees' Potential Development at Workplace and in Daily Life

Company's employees are regarded as valuable human resources and very important to the organization. They are key performers and supporters of policies and goals of the Company bringing forth sustainable development to the business.

Responding to current rapid changes, the company focuses on continuing development of human resources, both physical and mental in line with direction of the company's strategy. Training and/or developing activities are interwoven in processes of human resources management, aiming to putting the right persons on the right jobs. Accordingly, skills have been organized in various hybrid courses in both virtual classroom and e-learning format to accommodate changes. Examples of such training courses in 2022 are as follows:

**Curriculum to Develop Knowledge, Skills and Characteristics**

Advance Real Estate Management

ISO 9001:2015 Internal Audit Technique

Construction Work Safety

Supalai Way

Tiktok for Brand & Content

Service Excellence

Strategic Digital PR

Smarter Selling

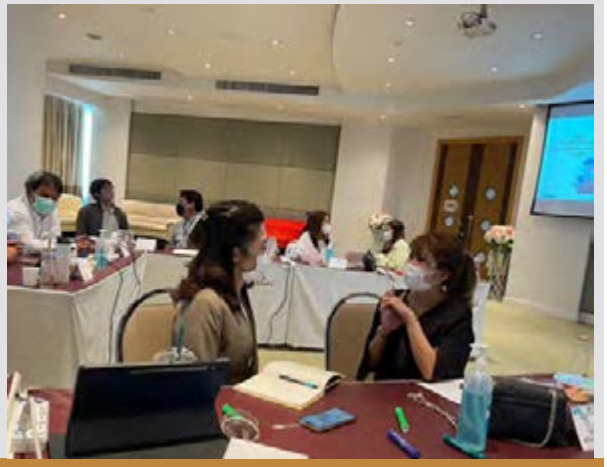
Strategic Problem Solving

## Curriculum to Develop Talent & Successor Group

Think on Your Feet

Communication and Influencing Skills

The 4 Critical Practices For Leading a Team



Listening and Questioning Skills

Critical Thinking

Effective Delegation & Motivation

For continuous employee development, the Company also upholds employee development schemes through on-line courses.

Knowledge on Housing Loan

Money Transfer for Foreign Customers

## Training Courses on Knowledge and Skill for Employee Development

In addition to the above training courses, the Company also provides training courses via e-Learning system so that employees can choose to learn by themselves. There are various courses as follows:

## Capability Development for Employees' Career Advancement

The Company realizes that the true success of the business depends on a quality staff. All personnel must be systematically and continuously trained and developed to develop their capabilities higher and be able to perform their tasks efficiently and in accordance with the established goals. The training and development department shall process the result and capability of individual employee based on a Competency Gap Assessment and prepare an Individual Development Plan (IDP) for the selection of talents and develop these group of employees to support the succession plan, especially for critical positions of the organization (key strategic position).

## The following is data on employee trainings in 2023:

| Employee training data | Amount |
|---|---|
| Budget used for training (Million Baht) | 4.77 |
| Actual training expenses (Million Baht) | 4.67 |
| Average training cost per person (Baht) | 3,452 |

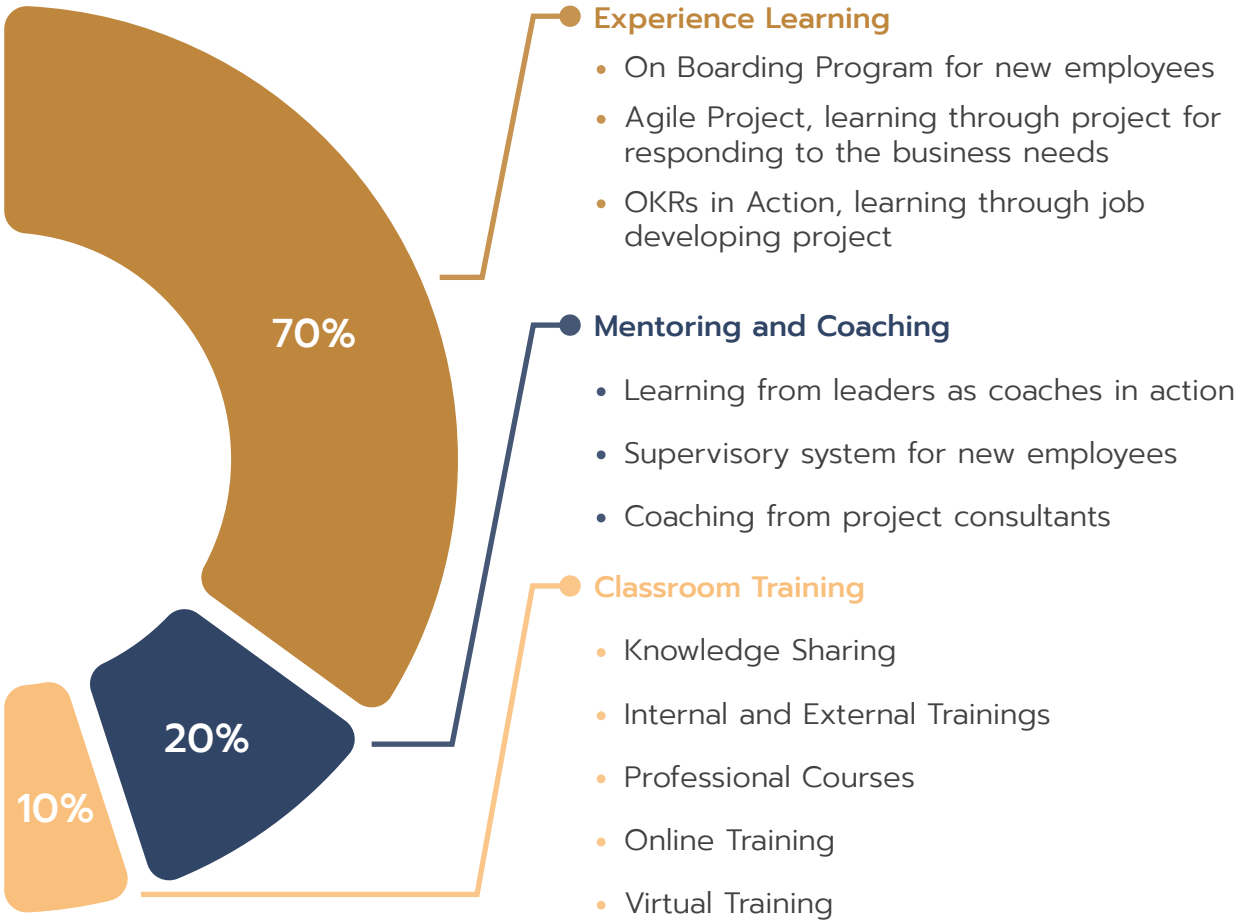
| | Average hours per person per year |
|---|---|
| Employee training goals | 20.00 |
| Actual average training hours | 20.86 |

| | No. of Person | Percentage |
|---|---|---|
| Training data by gender | | |
| Female | 657 | 48.59% |
| Male | 695 | 51.41% |
| Average training data by employee level | | |
| Executive level (supervisor level and above) | 243 | 17.97% |
| Employee level | 1,109 | 82.03% |

- **Employee Potentiality Development**

The development principle of 70:20:10 is applied for Company employee development through various tools and scenarios, as follows:

1. **The 70% experimental learning / on the job experience** is the learning and gaining of knowledge through real working; assignments and/or running projects.
2. **The 20% mentoring and coaching** is the learning and training by their heads; supervisors; experts and/or special coaches through processes of teaching; giving advices and feedbacks until they are efficient.
3. **The 10% classroom training** is the learning from attending training courses designed according to business requirements and employee development.




## Programs Reflecting the Development

- **Program for Creation of Internal Quality Audit:**

It is a program to provide knowledge and skills in planning and preparation of internal audit for **over 45 new** internal auditors in order for them to be able to apply with the ISO 9001:2015 internal audit procedure.

- **Potential Talent Development Program:**

It is a program to increase all-round abilities of more **than 161 talented employees** by strengthening skills, knowledge, capabilities, and development potential through trainings and projects so that they are ready to advance into higher positions.

- **Coaching for High Performance Program:**

It is a program for development of **over 94 supervisors** in coaching, listening, inquiring, and speaking so that they will be able to develop their subordinates with different characteristics appropriately. The program is divided into three classes for suitable learning and implementing.

- **E-Learning Program**

The Company, in collaboration with Beyond Training and SkillLane which are on-line training platforms, provided **over 130 courses** as unlimited learning opportunities to all employees in a convenient, easy-to-access and effective manner.

- **Advance Real Estate Management 2023 Project:**

It is a program for **over 43 managers** aiming at educating them with knowledge of all departments in the Company including investment, land acquisition, construction, marketing, ownership transferring, human resource development and IT for property business. The managers will be able to comprehend the Company's internal process and apply it in their works.

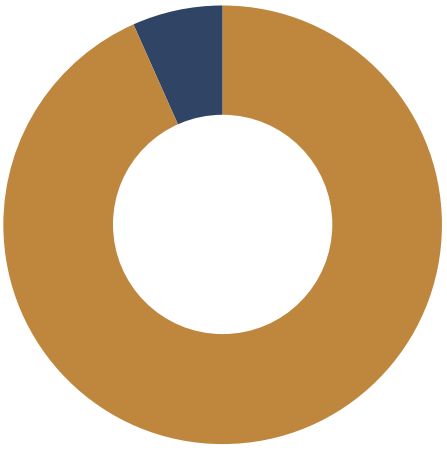
- **Innovation Awards:**

It is an innovation competition project for employees. In 2023, employees submitted more than 167 work pieces. Twelve pieces were selected to the final round and were allowed to be applied in the organization.

## Development Result of Employees' Potential

### Evaluation after Training

In developing each course, the Company would monitor the training results by having the supervisors evaluating after 1-6 months of the trainings, depending on each course that has been analyzed that it must be applied or continued to develop for how many more months. The supervisors will evaluate and monitor the development and its application by the employees in their work. The results of the training course assessment in 2023 are as follows:



Applying knowledge **93.43%**

Not applying knowledge **6.57%**

From the evaluation of factors affecting the application of the knowledge gained, and analyzing all factors combined, it was found that 93.43% of employees have applied the knowledge to develop their work, and work better. As a result, the Company has been more efficient.

## Continuing Education

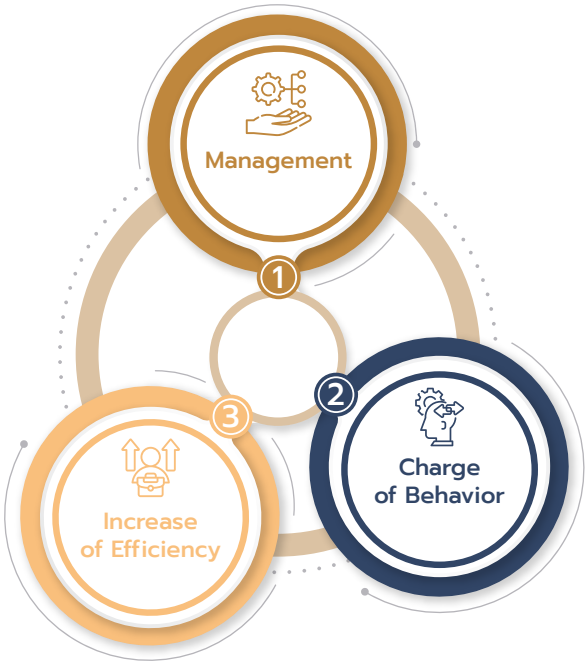
In addition to the training and development of employees, the Company also focuses on Continuing Education through scholarships at the undergraduate and graduate levels in both domestic and international institutions. Currently, 138 scholarships have been granted, among which 81 employees have been graduated in the country, 2 in foreign countries, and 25 employees are currently studying in Thailand.

Self-learning is also promoted at the Company's library with site visits. On top of that, other activities in support of employee development are regularly held, such as arranging a mentor to offer advice and help new employees prepare for their work during probation and coaching those in supervisory positions and higher levels. Our employees are also provided with opportunities to improve existing knowledge and capabilities which have been transferred to the students in the co-operative education program jointly organized with leading educational institutes.

Introducing new books every month

Introducing new books every month

The company also develops employees by continuously selecting outstanding employees annually, and encourages employee's love for and bond to the organization by providing rewards for employees working for 5 - 30 years, who are considered valuable assets of the Company. To enhance potentiality and efficiency of human resources, the human resource management system (HRMS) is applied.




1. **Management:** guidelines for the organization's risk management in the new era, human resource management for supervisors, performance management system, quality management system (ISO 9001:2015), etc.
2. **Change of Behavior:** to create a shared value for employees of every level and every project to have a servicing culture to move forwards to achieve Supalai - Service Excellence, Supalai Way Activity, to build up unity among employees. The Key Performance Indicator (KPI) had been used to assess individual performance, causing employees to have work targets with a fair assessment in place, etc.

3. **Increase of Efficiency:** to make all the works performed with consistency until achieving the goals, the Company has laid down the Supalai-7 R policy to increase efficiency of its teams. The Supalai-7R strategy is an idea to build up efficiency of every department concerned, both internal and external, sharing the same objectives and targets, comprising;

## Establishment of Agile Transformation

The Company has established "Agile Work Promotion Department" to drive agile work in every sector and every work process, while placing emphasis on developing personnel in the organization to grow sustainably with the organization. The Company continues to effectively develop the employees amid rapid changes. Regarding the form of communications in the organization and activities for employees to understand Agile Work and can be applied in every process, the Company has adjusted the plan after considering that employees are diverse in professional fields, domicile, corporate culture, internal work process and benefits for stakeholders, with the hope that such work format will contribute to the Company's sustainable growth. Understanding the diversity of employees, be it aptitude, understanding, culture, or work style, the Company sets it strategic planning regarding communications and activities to meet the needs of the diversity. Employees in every sector can understand the Agile Working Model in depth and apply it in developing work process under their responsibility so that the works will be fast, effective, and truly answer the needs of both internal and external customers.

In 2023 the Company set two formats of Agile working team as follows:

1. **Agile by Quality** A topic on broad range of work process development for products, services, etc., or a process that involves many parties in the Company.
2. **Little Agile** A topic on work process development for products, services, etc., which may involve any specific work or between work parts. It will be related to the organization's works, services, image, social activities, as well as products and projects.

In 2023, seven topics of the Agile by Quality were established. The teams were participated by 36 employees. The topics consisted of the development of work process, products and services. As for the Little Agile team, 239 topics were established participated by 209 employees. In summary, the Company could develop more than 246 topics for all four dimensions of work process.

Moreover, the Company also places importance on new ideas from employees and supports to realize them, one of which is the idea from the "Built for Pet's Life" team that meets the need of pet lovers. The team study the behavior and needs of customers who are interested in the project and have pets along with the experiences of the Agile team members themselves. Through brainstorming, the ideas become a tangible prototype house that living space, utilities, and function are designed so that the owners and their pets can live together harmoniously and happily. Under the concept of "Built for Cat's Life", the Supachawal semi-detached houses in Supalai Ville Project, located on Wongwaen - Lumlukka Klong 7, meets the needs of pet-lovers and young generations. The idea is presented in a press conference which served as a forum for employees to communicate the development of the house design. This is the pride of both the employees and the Company.

**Activities to Promote Understanding of Agile Work Model**

In a bid to promote understanding and implementing of Agile Wok Model, the Company has organized an event titled "Supalai Championship" aiming at educating the employees on Agile Work Model in an enjoyable way. The required behaviors such as Growth Mindset, Flexibility, Innovation, and Customer Centric, have been set as examples. Once each activity has been achieved, the employees could use it in exchange for coins. Value of coins are different in each activity. The employees could also give their coins as an appreciation to their peers. In order to attract participation from employees, monthly and annually rewards for the activity are given. The Agile Championship activity has received responses from employees in all sectors and has increased the understanding on Agile Work Model among them. Throughout the year, more than 945 personnel participated in this activity. There were more than 218,860 coins claimed by personnel, and more than 129,835 coins of appreciation and thanks were given to fellow employees throughout the activity.

The Agile Work activities have also been organized in provincial projects to ensure the Agile Work Model is communicated to employees in all provinces. The Agile Site Visit activities have been organized in each province so that the employees could access to in-depth information and could apply it in their works. In 2023, the activities were organized in Surat Thani, Nakhon Si Thammarat, Phuket, Udon Thani, and Khon Kaen. The activities are organized continually to ensure the communication finally reaches employees in every province.

## Innovation development of the organization

Supalai Public Company Limited has a policy to encourage employees to innovate to improve products, projects, processes and services to increase value for customers, organizations, and surrounding societies with the following concepts:

| | | |
|---|---|---|
| Increase | - | **value in quality and services.** |
| Reduce | - | **processes and time at the point of problem or that could be potential problems.** |
| Create | - | **psychological value in the form of satisfaction, cost-effective feeling or creating new customer experiences.** |

The budget of approximately 0.1% of revenue has been allocated for research to develop products and projects; and support has been provided for operations and activities to achieve the Company's objectives and goals.

### The policy of promoting research to develop such innovations is implemented under various projects as follows:

**1.1 Innovation Awards**

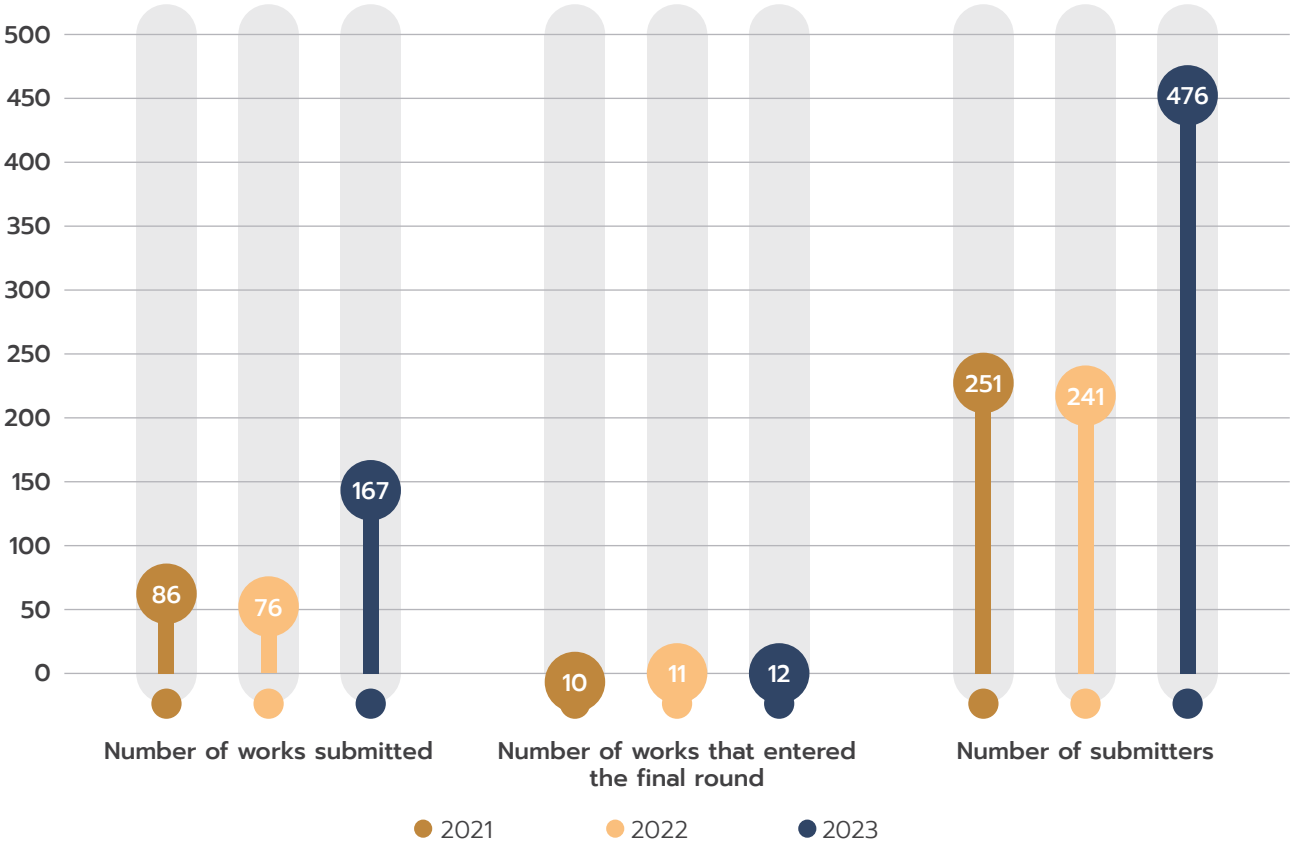
It is a project that encourages personnel to have the opportunity to show their talents and innovation in order to ensure efficiency in continuously improving products and services. The contests have been held to find the best innovations of the year.

The criteria for determining the best work in innovation is consisted of 3 main elements as follows:

1. Fundamental benefits to organizations, employees, customers, society and the environment.
2. Creativity.
3. Opportunities and possibilities for implementation or expansion.

Every year, the Company organized a contest by making an announcement and inviting personnel to participate through various channels. An average of more than 20% of the employees participate in the contest each year.

In 2023, the Innovation Awards competition titled "Kid - Kham - Khao" (think beyond others) was organized aiming at creating an innovation that is beyond other people's innovative ideas. The winner would receive a reward of 600,000 baht. The competition was participated by 476 employees, or 33% of all the employees, with a total of 167 innovation projects submitted. From the submitted projects, 155 projects failed, and only 12 projects were selected to the final round. All the 12 projects were applied in the organization and could generate the value of approximately 40 million baht. This excluded the value related to corporate image promotion, caring and preserving the environment, and development that responds to the use and satisfaction of customers.




Number of submitters and number of work products in 2021 - 2023

### 1.2 SPL Innovator

It is a project that the company supports the development of innovation in the work process within the organization by encouraging employees to create working processes and useful work products throughout the year and apply such processes or work products in their work, so as to work in a more systematic manner.

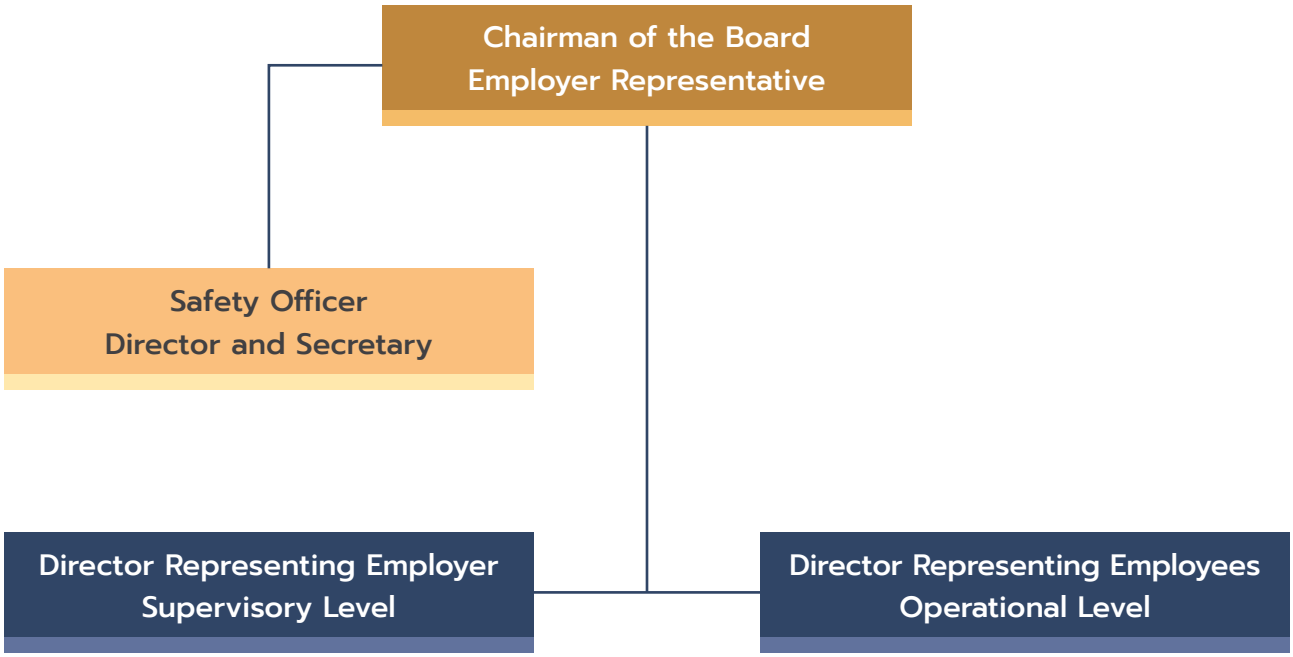
### 1.3 Supalai Innovative Design and Solution

It is a project of the company to set up a working group to further develop innovations in tangible forms. In developing product design, there would be a combination of innovation and creativity so as to achieve the company's vision and mission in the future.

## 3.4.2.5 Safety, Occupational Health and Working Environment

The Company has established policy on safety, occupational health and working environment that affects all employees, including the community and society, with strict adherence to applicable laws and regulations, including relevant government notifications. The Committee on Safety, Occupational Health and Working Environment was also appointed as the Company's representative to carry out operations in the context of safety, occupational health and working environment.

### The Committee of Safety, Occupational Health and Working Environment

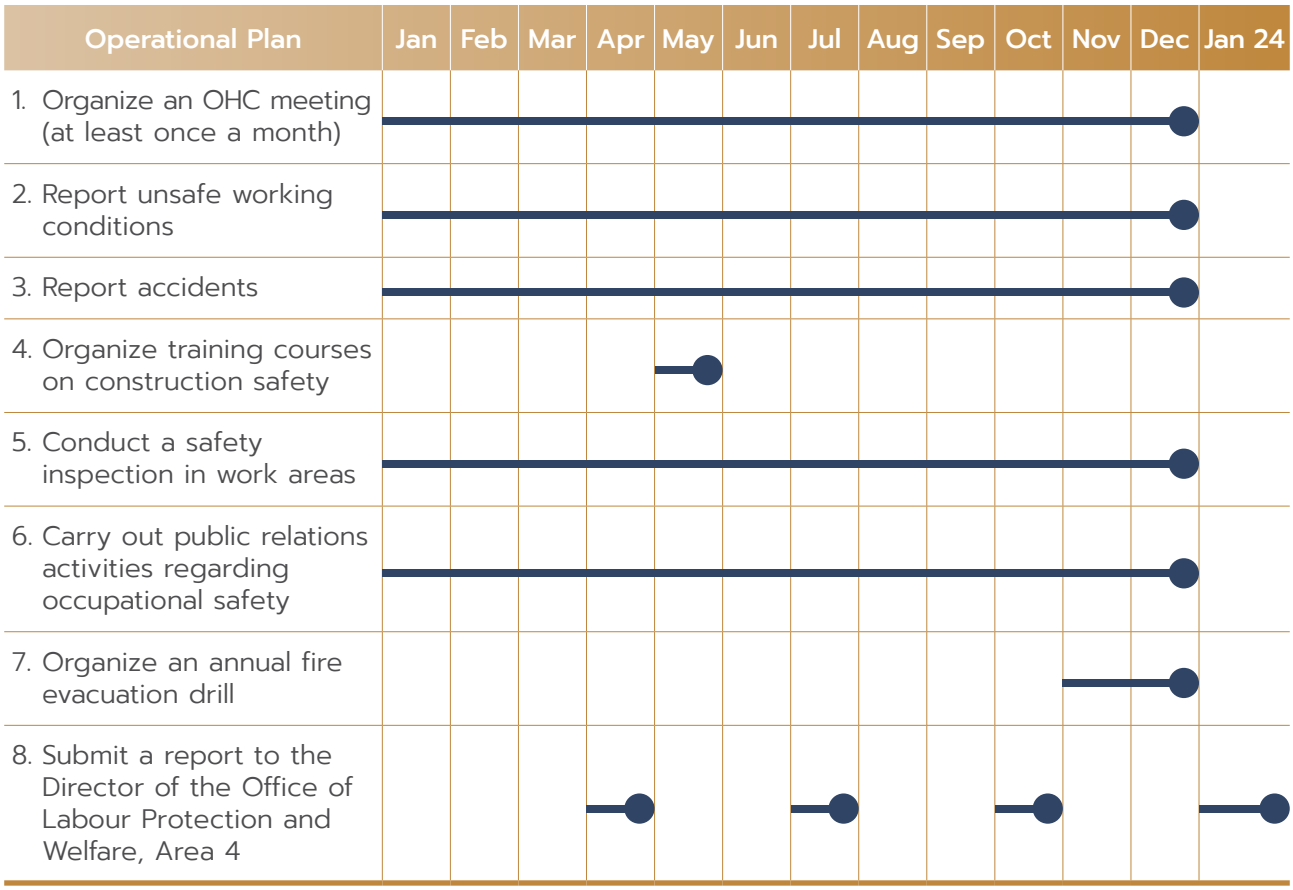



The Committee on Safety, Occupational Health and Working Environment, comprising executive-level members (representing the employer) who are appointed by the employer, and operational-level members (representing employees) who are elected in line with the notifications of the Department of Labour Protection and Welfare, has the following roles, duties, and responsibilities, so as to ensure operational efficiency.

1. Adopting policies on safety and working environment of the business establishment to be proposed to the employer.
2. Establishing guidelines for preventing and reducing employee accidents, hazards, injuries, illnesses, distress, or annoyance, arising from work or unsafe working conditions, to be proposed to the employer.
3. Reporting and suggesting measures or guidelines for improving or rectifying working conditions to comply with law on occupational safety to the employer.
4. Encouraging and providing support for occupational safety activities of the business establishment.
5. Considering a safety manual and the working environment to provide opinions to the employer.
6. Conducting an occupational safety survey and report the survey results.
7. Considering projects or training plans regarding occupational safety.

8. Establishing an internal system that designates employees at all levels to report unsafe working conditions to the employer.
9. Following up on the progress of matters formerly proposed to the employer.
10. Preparing an annual performance report, identifying problems and obstacles, and providing the employer with suggestions regarding the performance of duties of the Committee on Safety, Occupational Health and Working Environment upon completion of one year of service.
11. Evaluating the business establishment's operational results regarding occupational safety.
12. Performing other duties relating to occupational safety, as assigned by the employer.

## Occupational Safety Plan for 2023




## Measures on Safety, Occupational Health and Working Environment

1. **Establishing quantitative goals for operations in the context of safety, occupational health and working environment,** to prevent and reduce accidents. The 2022 accident statistics were compared to the indicators identified for 2023 to evaluate the achievement of the following goals:

1.1 Reduce accidents causing operational disruption to zero

1.2 Reduce accidents by 30 percent

## Operational Results Based on the Goals

| Indicator | | 2022 | 2023 |
|---|---|---|---|
| **1.1 Accidents causing operational disruption is zero** | | | |
| Goal (Number time of accidents) | Employees | 0 | 0 |
| | Contractors | 0 | 0 |
| | Related parties | 0 | 0 |
| Number times of accidents | Employees | 0 | 0 |
| | Contractors | 0 | 0 |
| | Related parties | 0 | 0 |
| **Total** | | **0** | **0** |
| **1.2 Accidents decreased by 30%** | | | |
| Goal | Employees | Decreased from last year by 30% | Decreased from last year by 30% |
| | Contractors | | |
| | Related parties | | |
| Number people of the accident | Employees | 0 | 0 |
| | Contractors | 3 | 2 |
| | Related parties | 0 | 0 |
| **Total** | | **3** | **2** |
| **Increase (Decrease) %** | **In 2023, the number of accidents will decrease by one person** | | **(33%)** |

**2. Measures and Guidelines for Preventing and Mitigating Occupational Safety Risks**

2.1 Reporting on unsafe working conditions
When employees discover any working conditions or working environment that may cause hazards, they can analyze and take corrective and preventive actions, so as to prevent accidents that potentially cause hazards to employees and related parties.

2.2 Organizing training courses on safety, occupational health and working environment for general workers and new workers, by requiring that new employees and contractor representatives attend training courses to create knowledge and awareness of occupational safety, and ability to apply that knowledge at work and supervising employees and related parties to perform work safely.

2.3 Supervising all employees to comply with regulations and to wear personal protective equipment before entering construction sites.

2.4 Ensuring that all types of machinery used in construction work have been examined and certified as required by law.

**3. Communication channels** regarding safety, occupational health and working environment within the organization

3.1 The Company's "SAFETY SOCIETY" intranet and "SAFETY SOCIETY" LINE group chat, for communicating news and information regarding safety.

Intranet SAFETY SOCIETY

LINE GROUP SAFETY SOCIETY

3.2 "SAFETY" LINE group chat of each project, for the purpose of communication and safety supervision.

3.3 QR code for reporting unsafe working conditions, that allows immediate record and report via mobile phone on any unsafe working conditions discovered while performing work.

## Operational Results in the Area of Safety, Occupational Health and Working Environment for Year 2023

| Information on safety | Unit | Supalai Public Company Limited | | | | Contractors | Third parties | Total |
|---|---|---|---|---|---|---|---|---|
| | | Male employees | Female employees | Daily wage workers | No injured people | | | |
| Rate of accidents | No. of accidents | 0 | 0 | 0 | 0 | 2 | 0 | 2 |
| Rate of employees injured at work | persons | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rate of absence due to work-related injuries | days | 0 | 0 | 0 | 0 | 31 | 0 | 31 |
| Rate of employees absent from work due to work-related injuries | persons | 0 | 0 | 0 | 0 | 2 | 0 | 2 |
| Rate of workdays lost due to work-related injuries | days | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rate of employees away from work due to work-related injuries | persons | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Number of fatal accidents at work | persons | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

## Measures and Guidelines for Preventing and Mitigating Occupational Safety Risks

1. Conducting a safety inspection in work areas by the Committee on Safety, Occupational Health and Working Environment, proposing the results of the inspection to a meeting for consideration, following up on the results of corrective actions taken and suggesting other solutions if any solutions are found inappropriate.

Rectifying the installation of electrical power points

Improving metal sheet fencing

2. Suggesting solutions and/or ordering the correction of construction work, the conditions of which potentially cause danger, as reported according to the project for reporting unsafe working conditions.

Installing guard rails

3. Arranging for fire-fighting drills for contractors' workers to ensure their proper use of fire extinguishers during an emergency situation.

4. Organizing a basic fire-fighting training course and an annual fire evacuation drill at high-rise buildings of Supalai's projects and at the head office building (Supalai Grand Tower).

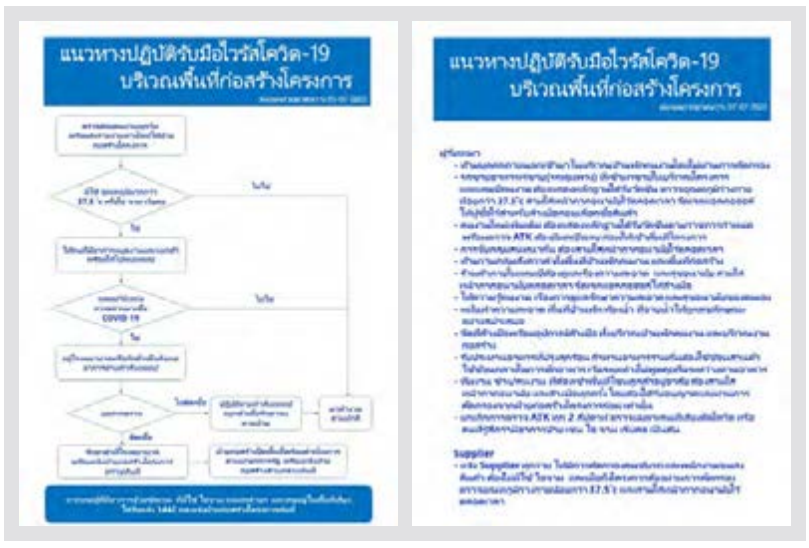
5. Arranging for strict safety control at every stage of construction, such as appropriate work clothing and installation of signboards showing construction details, work rules and recommended guidelines for working in the hazardous environment.

6. Organizing a "Safety Talk" training before starting work every Saturday, ensuring regular maintenance and inspection of safety equipment and cleaning inside and outside each project.

7. Procuring occupational health and safety equipment, e.g. safety helmets, and anti-dust masks.

8. Preventing dust pollution during construction by installing dust control barriers around buildings, and water sprinkler system for dust suppression around each project's fence and all buildings.

9. Establishing measures for preventing the spread of coronavirus disease 2019 (COVID-19), by requiring that workers wear face mask, use alcohol-based hand sanitizers and measure body temperature before entering the project site.



10.Preparing posters topublicize preliminary guidelines for responding to and avoiding accidents during different seasons and for reporting accidents.

11. Encouraging safety enhancement by inviting contractors to participate in training courses on safety, occupational health and working environment for general workers.

## Measures and Guidelines for Preventing and Mitigating Occupational Health Risks

Due to the outbreak of coronavirus disease 2019 (COVID-19), the Company has monitored the situation closely, and has been prepared to respond to the situation by establishing alternative plans for managing all levels of crisis, so as to ensure business continuity. It has also established strict occupational health and safety measures for the Supalai Grand Tower (head office building), and construction sites nationwide. This is to ensure safety and confidence, specifically in terms of occupational health and safety measures among customers and visitors who come to contact the Company. Also, the Company has strictly managed its internal systems to ensure that customers, workers and related parties in all sectors are safe from the outbreak of COVID-19.

### Examples of Important Projects or Activities

In 2023, the Company carried out various activities in the context of safety, occupational health and working environment, including communicationd and activities of many kinds, in order to improve workplace sanitation for employee wellness. This included the following educational and recreational activities.

1. An annual health check-up and influenza vaccination services for employees at special prices.

2. "Supalai Funwalk, Count Your Steps" activity

The "Supalai Funwalk, Count Your Steps" is an activity aiming to foster healthy behaviors among Supalai employees through competitive accumulation of steps (from walk or run in teams), and to encourage the achievement of the goal set for the entire organization of 135,000,000 steps, within a period of 60 days.

3. "Supalai Eco Run Fun Together 2023" activity

The "Supalai Eco Run Fun Together 2023" is an activity intended for participation of employees and their families in running races, at a distance of 3, 5, or 10 kilometers, to encourage their exercise and better health.

4. Aerobic exercise and yoga classes

The Company organizes aerobic class every Tuesday and yoga class every Thursday at the fitness room of Supalai Grand Tower.

# 3.5 Sustainability Management in Economic Dimensions

## 3.5.1 Economic Proformance

### 3.5.1.1 Tax Policy

The Company is aware of the tax responsibilities that are important for the sustainable development of society and the Company. Therefore, the Company focuses on taxes by systematically and properly preparing the plan and management in accordance with the relevant laws. The important implementation is as follows:

1. Identifying indicators to employees who are responsible for the Company's taxes
2. Promoting knowledge and understanding on taxation to employees
3. Analyzing and assessing risks on taxes through the following means:
   - 3.1 Monitoring laws and rules relating to taxation so that the Company can comply with such laws and rules properly and completely.
   - 3.2 Analyzing tax impacts caused by changes in laws or rules so that the Company can plan and prepare for any possible impacts in a timely manner.
   - 3.3 If there are any inquiries, please contact officers of the Revenue Department for advices.
4. Adhering to and complying with all applicable tax laws, avoiding the use of wrong or complicated tax structures for initial tax benefits and tax avoidance, and aiming to use tax benefits lawfully and efficiently
5. Disclosing tax information to the public sector and the public transparently in accordance with relevant laws, regulations, requirements, and reporting standards, such as tax information disclosure in financial statements and 56-1 one report of the Company.

## 3.5.1.2 Business Innovation for Society and Environment

Supalai Public Company Limited attaches importance to design innovation that has both direct and indirect impact on business, society and the environment (Overall Thermal Transfer Value, OTTV) with the aim to create good products so as to bring about a balance between business of the Company and environmental and social preservation. The essential matters are as follows:

### Business Innovation for Society

The design that takes into account business related people is divided into 3 groups.

**1. Residential Customers**

Designed to have a variety of products to support a variety of residents, such as

**1.1 Residential Condominiums**

- Design with the touch reduction of shared areas such as automatic door systems and automated toilets, etc.
- Design the building layout to allow for the most beautiful views of the surrounding area, such as sea views, and design the rooms to be specific to create the uniqueness of each project.
- Design a room layout with a variety of space and usage, from studio type, 1-bedroom to 3-bedroom, with additional multi-purpose rooms in some designs to provide customers with various options that respond to their desired usage.
- Design for the inside of the building to have good air circulation such as the design of windows in the elevator hall and at the end of both sides of the hall to allow air to flow and reduce accumulated heat in the building so as to create a comfortable condition for the residents etc.
- Modify the space to meet more current usage habits, such as reducing the mailroom space, which is less used, to be other types of common areas that are more responsive to use.
- Design to have a variety of common areas to accommodate customers of all ages, such as children's playground, gym, swimming pool, children's water park, multipurpose common ground, etc.
- Design to have more green space integrated into the building, such as the green area on the rooftop, on some residential floors Including parking floors in some projects in order to create a pleasant atmosphere with fresh air that helps reduce air pollution in residences.
- Choose materials that are environmentally friendly and quality materials with product certification standards in order to provide customers with confidence and safe living as well as selection of durable materials, easy to care for and good for long-term use that help reduce maintenance costs.
- Efficient management of rainwater within the project (Zero Discharge) with no drainage to the outside area. This will reduce the impact of flooding on neighboring areas of the project.

- Design common areas that support the behavior of modern residents who are increasingly ordering food and products online by providing a place to park motorcycles to deliver food near the reception area and a neat food placement area, as well as designing a parcel storage room to accommodate online products near the juristic person room for convenient management.
- There is a room designed with a "Me Corner" which can change the function according to the need of the residents, such as a favorite activity corner to do favorite hobbies, dressing area, work from home corner.
- Provide EV Chargers in every residential condominium project of the Company.
- LPR (License Plate Recognition) system has been installed within the residential condominium project, it is a camera system that reads car license plates to increase convenience and traffic flow.

### 1.2 Office Building

- Design to have a variety of office space for rent and the rental area can be adjusted according to the needs of users.
- Design glass frame around the building to have natural light, making the working space look spacy and airy with opening view of beautiful scenery outside.
- Design to have a parking building that can park cars safely with automatic wooden barrier systems at the entrance-exit, with security guards on duty 24-hours, and enough parking space for use by both tenants and visitors for the convenience and safety of users.

- There are security systems such as CCTV, security guards, key card system at entrance-exit, elevator hall, fire escape and doors to enter and exit the rental space on each floor.
- There are complete facilities such as passenger elevators, cargo/fire elevators, food centers, mailing-points, banks, and others in order to respond to current usage behavior.
- EV Charger Stations have been installed to provide service and convenience for drivers using electric cars.
- Solar panels have been installed at Supalai Grand Tower, Head Office, in order to use renewable energy for the central part of the building.

### 1.3 Commercial buildings

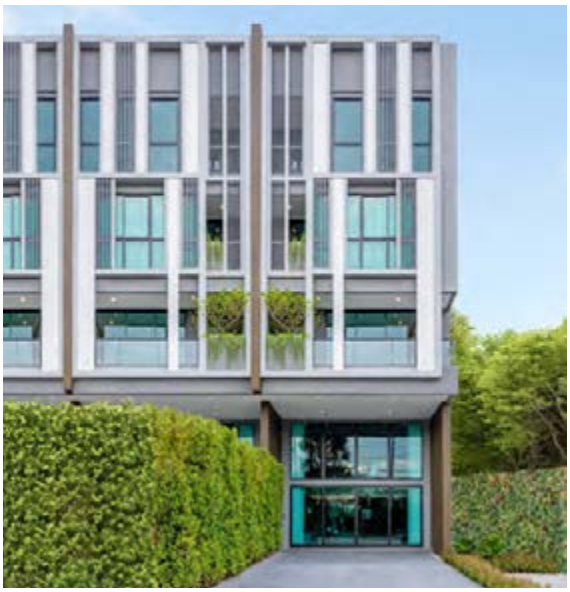
- Design the layout by placing the commercial buildings in the front of the project so customers can easily access, which is consistent with commercial objectives.
- Design the ground floor of the buildings to be open space that can be adjusted to be multi-purpose areas to support the utilization of commercial building while the upper floors are designed for convenient and comfortable living.
- Provide parking space in front of every building for orderly purposes and easy access.

### 1.4 Single - Detached Houses, Duplex, and Townhomes

- Design new series of single detached houses, duplex and townhomes by modernizing the interior and exterior to meet the needs and be harmonized with the project.
- Design single-detached houses, duplexes and townhomes by taking into account security to be in line with current residents' usage for efficient use of the area with maximum benefits; for the exterior of the duplexes, it is designed to resemble a single - detached house for more privacy of the residents.
- Choose health-friendly materials and quality materials that have been certified to product standards to ensure customers' confidence and safety in their homes; also, durable and easy for maintenance materials have been chosen for long-term use and reduced maintenance costs; the toilet seat lid with Microban is used to protect and inhibit bacteria.
- Provide a security system at the entrance of the project and within the project to ensure the safety of residents 24 hours a day.
- Provide green areas, playgrounds for children, or areas for activities in the project to be shady and to encourage common activities of family members with a pleasant environment.
- Provide flexible multipurpose rooms to be used with no limit to any one specific usage.

### 1.5 Home office and housing

- Provide a green space (pocket garden) inside the house to add pleasant shade to the building.
- Increase flexible function that is adjustable according to the lifestyle of business and living.
- Support the installation of elevators for future growth.
- Living in a workspace that is ready to be divided, combined, shrunk, or expanded into office space that is fully flexible.



## Supalai Smart Living Innovation

At present, the connection of technology to life, such as smartphones, tablets, vehicles, electrical appliances, has been developed to be smart and be more convenient as such devices can be operated, connected, and controlled freely to make our daily lives more comfortable and safer. The application of the internet of things (IoT) concept has a role to improve the quality of housing to be more perfect.

Supalai Smart Living is a way to develop housing innovations by using the concept of internet of things that applies technology to increase convenience, safety that meet the needs of residents in the digital age. Supalai's selection to be given to customers in the project consists of Home Automation Technology or the system to control household equipment automatically by using the application through a smartphone or tablet with both iOS and Android systems. The main need is divided into 2 categories, namely, the technology system to create convenience and technology systems for security. This has been done with the collaboration with True, the leader in wireless technology that operates the Home Automation system for the project.

### Highlights of Home Automation System of Supalai Project

1. **Respond to unlimited lifestyles,** whereby residents can control or calibrate various system operations to suit their own lifestyle by themselves by using the LifeSmart application, whether at home or anywhere in the world, making life easier in their own style.

2. **Respond to the needs of all ages** regardless of whether it is new generation, the elderly or children, the smart home technology that Supalai chooses is the answer to both the manual control for the elderly or users who are not familiar with controls via the application or controlled through the application; it is also easy to use from displaying graphic image data by categories, which is easy to use and to understand.
3. **Feel safe and can always be inspected** so it is not to be worried about intrusion if forgetting to turn off electrical appliances and feel confident like having someone at home all the time.
4. **Can be added or reduced easily and not complicated,** the technological equipment provided in the Supalai Project are mostly wireless; if installed, there will be a simple process; also, aside from changing the position of the physical equipment, setting up conditions, adding-reducing or changing the command function within an application can be done without difficulty; the project will provide demonstrations and advice on how to use the equipment and basic troubleshooting solutions by Home Automation system technicians during delivery of the project, including the manual so that residents can adjust the usage according to their own needs.

## Supalai Smart Living: Low-Rise Project

The Company introduces innovation living to make life easier. No matter where you are, you can control and command through an application like having a smart assistant to take care of the house for 24 hours.

- **Home Automation**

1. **Indoor/Outdoor Camera**
   The wifi camera with Real-Time motion detection function will send a message to the smartphone when there is an intrusion, which can speak through the camera.
2. **Smart Station**
   The central processing unit can connect all devices to work together.
3. **Smart Switch**
   It can set the time to turn on and off, and operate from the smartphone via Siri or Google Home.
4. **Spot Universal Remote Controller**
   It controls the operation of electrical appliances in place of the remote, such as TVs, air conditioners, stereos, and can set turn-on and turn-off times.
5. **Cube Clicker**
   It is used to turn on and off in Scene mode, and can operate all set of devices at the same time with one click.
6. **Cube Door/Window Sensor**
   It notifies when doors and windows are opened/closed, it checks for vibration and ready to command the camera to record still images or VDO when there is vibration.
7. **Smart Controller**
   It controls the opening - closing of the home gate via smartphone instantly.
8. **Smart Siren** is a siren sound alert system that can give immediate warning of intrusion.
9. **Google Nest** is a voice-activated speaker that can support both English and Thai languages.

- **Digital Door Lock**

There is a wifi system that can control the opening and closing of doors via smartphone. There are 5 types of unlocking systems that are easy to use and convenient for residents.

## Supalai Smart Living : High-Rise Project

1. **Home Automation** supports smart phone applications for comfort and convenience of residents at a fingertip.
2. **Digital Door Lock** secure with intelligent door access system, high quality locking system with no key required.
3. **Smart Locker** for convenient parcel delivery 24 hours.
4. **EV Charger** responds to urban life by installing an electric charging station within the project to support electric cars in the future.

## Innovative Housing for the Elderly

At present, the living society of Thailand is being transformed into a fully aging society in the near future due to the increase in population and modern medicine, resulting the increaseing average age of the population.

Supalai, a leader in residential design, has taken into consideration the advent of the aging society. It has, therefore, joined with Thaipat Institute and other partners in the Age-Friendly Business project in the Memorandum of Cooperation in promoting social activities for the elderly, with an objective to design and develop housing that takes into account the comfort of all genders and ages, which is also known as "Universal Design". Accordingly, whether they are children, adults, the elderly, or even the disabled, they can live a normal, happy life under a design that takes into account everyone's quality of life standards.

In addition to the building itself, there is also a design of the project plan that supports the lifestyle of the elderly. It is called a village for the elderly. There will be a common area for various activities with care services to make the elderly feel at ease in living in this project. Currently, the **"Supalai Wellness Valley"** project has been launched, it is the project to promote good quality of life in the society upon having the vision that Thai society is moving towards an aging society in which the elderly will comprise 20 percent of the total population. As a leader in residential design, Supalai takes in to consideration style of housing that is comfortable, convenient and can create lasting happiness. It aims to design and develop housing that can provide comfort for all genders and ages or Universal Design, that is for children, adults, and the elderly to be able to live a normal and happy life. This leads to the launch of the project "Supawathanalai" for a quality society of those aged 50+, a home for a happy age where children and grandchildren can visit and stay together. What is important in developing projects for the elderly is the understanding of the needs of residents, not just designed to be appropriate according to the age but it is about understanding the needs of living in a quality society.

### 2. Construction Work Groups, Contractors, Suppliers

The construction of every project of the Company uses a lot of production resources, be it human resources or construction materials, of which the cost needs to be managed as well as the construction time line while the quality still meets specified standards.

As for the construction of each project, the quality of construction is controlled through the architect team and the engineering team with knowledge, expertise and experience from the design stage, planning, and precise construction period. There has been assessment of the quality of construction materials and equipment, construction processes as well as checking the structure and layout after completion of the construction and delivery of work. After that, the Supalai team would closely inspect and control the work of the labor team. Having taken into consideration the safety of the contractors and construction workers, the Company has established standards to minimize risks in the construction area, making the construction to be consistent with the specifications and be able to deliver quality work on time.

In addition, labor standards are set to be safe when working. A preliminary health check-up is carried out before entering the workplace and there is a living control in accordance with good health principles.

The Company has hired experienced subcontractors to work for certain types of work such as architecture, electrical work, plumbing, air conditioning system, telephone and communication systems, whereby each type of work of hired contractor and its quality must be under tight control of the engineering team of the Company who are knowledgeable with expertise and experiences.

At the same time, the Company attaches importance to having a good supplier that helps the Company and contractors not to waste time in comparing product prices with many suppliers, resulting in good value products that meet standards and also in consistent with the type of work. This is because the suppliers know which materials are needed by the project and make use of them for maximum benefits with the most cost-effective materials and shortest operating time.

### 3. Investors, Shareholders, Financial Institutions

Up to the present, the Company has always considered creating sustainable business results by conducting business with clarity in terms of vision, operating policy including operational processes. Its vision is to develop housing projects for operating results with responsibility towards stakeholders to achieve sustainable development goals.

Moreover, despite the fact that the real estate industry had suffered from a big crisis in 1997, Supalai could overcome such crisis and now becomes one of the top 5 real estate companies with the highest net profits, thus reinforcing the strengths of both product quality and turnover. Although the sales figures of Supalai are not as high as many other companies, its earnings are outstanding and it has been the only one real estate company that has the highest gross margin throughout the past 10 years. The Company has adjusted its strategy every year to be up to date with the changing era, resulting in the Company being trusted and reliable by customers, investors, shareholders, and financial institutions. Its growth graph has been rising up to the present.

Although the Company has grown from being a real estate developer in Bangkok over the past 30 years, the Company is still searching for new marketing opportunities in order to expand the business further and "upcountry" is another way that Supalai sees growth opportunities. Therefore, it has expanded the development to other provinces and also managed hotels and resorts because it believes that this approach will help increase the potential for sustainable growth and distribute risks for the Company in the long run.

Currently, Supalai has developed more than 200 residential projects. Beside developing the projects in metropolitan Bangkok, its vicinity and other 17 provinces nationwide, the Company has not stopped expanding its investment just in Thailand but also expanding overseas as well. This is to strengthen the business sustainability and to support the Company's continual growth.

Despite the fact that the Company has become one of the 5 most profitable real estate companies with highest net profit in the market, it continues to develop itself endlessly with an important goal for Supalai's sustainable growth to be the organization for 100 years.

## Business Innovation for the Environment

Supalai has adopted the concept for design, selection of materials and construction work in housing projects and condominiums according to the concept Save Our world, Save Your Money to promote energy conservation and environmental friendliness.

As for green housing innovation of Supalai houses and condominiums to move forward to green society, Supalai chooses building materials that have been awarded the SCG Green Choice label to help reduce carbon dioxide ($CO_2$) emissions (selection of SCG Green Choice materials depends on the specifications of each project).

### 1. Energy Saving and Climate Resilience Products

- CPAC ready mix concrete with a compressive capacity of 240 KSC, QCON aerated bricks, and SCG man-oriented wood reduce greenhouse gas emissions from the production process by 608 tons.

Source: Information from the Sueb Nakasatien Foundation website, which stated that one tree absorbs carbon dioxide by an average of 9 - 15 kilograms per year.

## 2. Resource-saving and lifespan-extending products (Circularity)

- SCG STAY COOL insulation model can replace the use of natural sand by 145 tons.
- SCG CPAC model of diamond brand concrete roof tiles can replace 605 tons of cement.
- SCG BlueScope prefabricated roof frame can save 2,124 tons of steel consumption with a policy to generate Zero Waste during the production process.
- Cotto ceramic floor and wall tiles, grace porcelain tiles, mosaic tiles of all colors and all sizes can help reduce water consumption from production by 7,650,132 liters.
- Cotto faucets and sanitary ware reduce household water consumption by 516,787,053 liters per year.
- Eco Power system faucets in the clubhouse of the low-rise project (Electricity produced from a water turbine circulation system) can reduce electricity use and water volume to less than using the normal faucet, that is, Cotto faucets use the water in the amount of 4.8 liters per minute, while Eco Power system uses only 1.7 liters per minute, saving 11,600 baht per year per project. Such system has already been installed in 9 projects and can save 100,400 baht per year.

Source: Information from the Provincial Water Supply Authority (PEA) website, which states that the minimum water consumption or basic water usage fee of 1 person that use 50 liters of water per day.

## Design Concept of Save Our World, Save Your Money

### 1. Energy Saving

- The layout would be laid for the house or building to be in the north-south direction to avoid the sun and to get good breeze.
- Multi-directional window opening is designed for good ventilation, allowing the wind to blow through evenly, with openings on opposite sides; it allows the circulation and transfer of air by natural means, as an alternative in case of not using air conditioning.
- The roof is designed to have eaves that extend sunscreen around the house, create air masses under the roof to absorb heat and can drain hot air masses to the eaves, and install insulation and heat reflective material above the ceiling to prevent attic heat from entering the indoor space.
- Large trees are planted to shade the house and reduce the absorption of heat into the building.
- The front fence is designed to be airy to have good airflow.
- Materials of low thermal conductivity are chosen, such as aerated brick walls, where the thermal conductivity into the building is low (Overall Thermal Transfer Value, OTTV).
- Insulation that can effectively prevent heat reflection is chosen.
- Choosing electrical equipment that can save energy consumption.
- Choosing water-saving sanitary ware that has been certified green label, for example, the toilet bowl can have 3 liters or 6 liters of water depending on the use; the toilet seat cover is used to prevent and inhibit bacteria (Microban).
- Choosing energy-conserving glass No. 5, which has a low coefficient of heat transmission from sun rays.
- Change the door frame material from real wood to artificial wood, WPC synthetic wood (wood powder + plastic) to reduce deforestation and make valuable use of resources; non-synthetic has anti-edema properties; it has less twisting and deflection than real wood and is good at protecting termites.
- Choosing energy-saving lamps and LEDs for lighting system, which have low power consumption and long service life; it can save electricity bills and reduce the cost of maintaining light bulbs in the long run.
- Installing a photo switch for convenience and choosing solar cell lamps, which can convert daylight energy into nighttime light.
- Choosing air conditioners and electrical equipment that have received energy saving label No. 5.

## 2. Environmentally Friendly

### 2.1 Building Design to be Environmentally Friendly

In the design process, emphasis has been placed on environmental impact that may have on neighboring communities and society. The construction process and the operation period depend on the attention and determination from the beginning of the project design where studies must be done in various aspects.

- As for drainage system, there is a cleaning of drainage pipe in the housing project after the construction of the house is completed, and the drainage pipe must be cleaned before the rainy season to prevent floods.
- For waste management in condominium projects, separation bins have been prepared to be able to manage waste effectively.
- There is a grease trap and waste water treatment system to treat household water before releasing to public sewers.

### 2.2 Design for Air Pollution Management

The design has been done for air quality, such as designing for vertical green areas at some suitable parts of the walls of the parking building and the walls of other buildings. planting trees around the fence of the project (for high-rise building) to help reduce vehicle noise from inside the building, which also helps reduce light at night and filter dust in the air, while maintaining moisture in the surrounding areas and making the scenery beautiful.

### 2.3 Design for Waste Management

The design has been done by using the size of standard materials in the market, such as the size of the glass doors and windows by taking into consideration the size of standard glass (in metric scale) to reduce the cutting of glass. For bathroom, the width, length and height must be in line with standard size tiles and Modular system is applied in the design in order to reduce the leftover materials and use resources for maximum benefits.

### 3. Alternative Energy Usage

The Company has given importance to designing residential projects under the Green Design concept for a long period of time that emphasizes the design of energy-saving homes, and it has set a goal to reduce its carbon footprint by 25% within 3 years. It has been, therefore, preparing to move forward with the installation of solar panels at Supalai Grand Tower, the Head Office, and a plan to install EV Chargers and install solar cell roofs at all new projects across the country.

In addition, the Company's cars have been changed to electric cars, and there are campaigns for refueling with E20 fuel in order to reduce environmental impacts. This is to support the government's policy to reduce greenhouse gases. and is a part of achieving the Company's sustainable development goals.

# 4. Management Discussion and Analysis

## 4.1 Important financial information

### 4.1.1 Financial statements

#### Independent Auditor's Report

Summary of auditor's financial statement audit report for the fiscal year 2021-2023

Financial statements for the year 2021 - 2022 were audited by Mr.Supachai Panyawatthano, Certified Public Accountant No. 3930 and Financial statements for the year 2023 were audited by Ms. Krongkaew Limkittikul Certified Public Accountant Registration No. 5874 from EY Office Company Limited. They expressed their opinion on the financial statements as follows:

**Financial statement for the year ended 2021 - Unqualified opinion audit report**
Auditor's opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Supalai Public Company Limited and its subsidiaries and of Supalai Public Company Limited as at 31 December 2021, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

**Financial statement for the year ended 2022 - Unqualified opinion audit report**
Auditor's opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Supalai Public Company Limited and its subsidiaries and of Supalai Public Company Limited as at 31 December 2022, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

**Financial statement for the year ended 2023 - Unqualified opinion audit report**
Auditor's opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Supalai Public Company Limited and its subsidiaries and of Supalai Public Company Limited as at 31 December 2023, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

# Table of financial statements of the Company and its subsidiaries for the accounting period ended 31 December, 2021-2023 and significant financial ratios

## a) Table of statement of financial position

(Unit: Million Baht)

| Description | As at 31 December 2021 | | As at 31 December 2022 | | As at 31 December 2023 | |
|---|---|---|---|---|---|---|
| | Amount | % | Amount | % | Amount | % |
| **Assets** | | | | | | |
| **Current assets** | | | | | | |
| Cash and cash equivalents | 1,625.57 | 2.28 | 1,314.83 | 1.65 | 4,710.92 | 5.47 |
| Trade and other receivables | 51.12 | 0.07 | 38.42 | 0.05 | 60.43 | 0.07 |
| Property development costs | 62,103.94 | 86.94 | 65,675.18 | 82.17 | 71,125.30 | 82.58 |
| Deposits for land purchase | 303.84 | 0.43 | 679.95 | 0.85 | 698.83 | 0.81 |
| Advance payment for construction materials | 215.93 | 0.30 | 120.08 | 0.15 | 112.56 | 0.13 |
| Current portion of cost to obtain contracts with customers | 196.20 | 0.27 | 88.02 | 0.11 | 76.69 | 0.09 |
| Other current financial assets | 291.97 | 0.41 | 667.09 | 0.83 | 427.18 | 0.50 |
| Other current assets | 399.19 | 0.56 | 509.55 | 0.64 | 522.37 | 0.61 |
| **Total current assets** | **65,187.76** | **91.26** | **69,093.12** | **86.45** | **77,734.28** | **90.26** |
| **Non-current assets** | | | | | | |
| Long-term loans to related parties and interest receivables | 1,075.18 | 1.50 | 1,247.31 | 1.56 | 1,219.91 | 1.42 |
| Other non-current financial assets | 2,116.33 | 2.96 | 6,500.85 | 8.13 | 4,126.79 | 4.79 |
| Investments in joint ventures and associates | 1,212.56 | 1.70 | 1,114.88 | 1.40 | 1,255.51 | 1.46 |
| Investment properties | 1,161.12 | 1.63 | 1,137.32 | 1.42 | 1,071.73 | 1.24 |
| Property, building and equipment | 343.70 | 0.48 | 389.30 | 0.49 | 387.62 | 0.45 |
| Goodwill | 91.13 | 0.13 | 87.82 | 0.11 | 88.12 | 0.10 |
| Intangible assets | 69.86 | 0.10 | 78.47 | 0.10 | 77.28 | 0.09 |
| Deferred tax assets | 122.65 | 0.17 | 235.65 | 0.29 | 130.23 | 0.15 |
| Cost to obtain contracts with customers, net of current portion | 27.39 | 0.04 | 12.40 | 0.02 | 2.61 | 0.00 |
| Other non-current assets | 24.56 | 0.03 | 26.94 | 0.03 | 31.64 | 0.04 |
| **Total non-current assets** | **6,244.48** | **8.74** | **10,830.94** | **13.55** | **8,391.44** | **9.74** |
| **Total assets** | **71,432.24** | **100.00** | **79,924.06** | **100.00** | **86,125.72** | **100.00** |

## a) Table of statement of financial position (continued)

(Unit: Million Baht)

| Description | As at 31 December 2021 | | As at 31 December 2022 | | As at 31 December 2023 | |
|---|---|---|---|---|---|---|
| | Amount | % | Amount | % | Amount | % |
| **Liabilities and shareholders' equity** | | | | | | |
| **Current liabilities** | | | | | | |
| Bills of exchange payable | 3,980.82 | 5.57 | 3,981.57 | 4.98 | 4,968.49 | 5.77 |
| Trade and other payables | 2,468.97 | 3.46 | 2,939.18 | 3.68 | 3,191.51 | 3.70 |
| Current portion of borrowings: | | | | | | |
| - Long-term loans from banks | 6,536.03 | 9.15 | 8,126.73 | 10.17 | 8,522.98 | 9.90 |
| - Debentures | 5,396.27 | 7.56 | 8,541.74 | 10.69 | 6,988.48 | 8.11 |
| Income tax payable | 1,078.92 | 1.51 | 1,096.69 | 1.37 | 721.22 | 0.84 |
| Deposits and advances received from customers | 3,288.67 | 4.60 | 2,004.13 | 2.51 | 1,446.03 | 1.68 |
| Retention guarantees | 694.40 | 0.97 | 712.89 | 0.89 | 852.56 | 0.99 |
| Other current liabilities | 372.69 | 0.52 | 368.65 | 0.46 | 466.20 | 0.54 |
| **Total current liabilities** | **23,816.77** | **33.34** | **27,771.58** | **34.75** | **27,157.47** | **31.53** |
| **Non-current liabilities** | | | | | | |
| Net of current portion of borrowings: | | | | | | |
| - Long-term loans from banks | - | - | 69.23 | 0.08 | - | - |
| - Debentures | 3,976.49 | 5.57 | 3,816.72 | 4.78 | 6,684.30 | 7.76 |
| Provision for long-term employee benefits | 241.25 | 0.34 | 263.67 | 0.33 | 249.63 | 0.29 |
| Deferred tax liabilities | 379.84 | 0.53 | 359.54 | 0.45 | 343.54 | 0.40 |
| Other non-current liabilities | 91.56 | 0.13 | 180.44 | 0.23 | 226.07 | 0.26 |
| **Total non-current liabilities** | **4,689.14** | **6.57** | **4,689.60** | **5.87** | **7,503.54** | **8.71** |
| **Total liabilities** | **28,505.91** | **39.91** | **32,461.18** | **40.62** | **34,661.01** | **40.24** |

## a) Table of statement of financial position (Continued)

(Unit: Million Baht)

| Description | As at 31 December 2021 | | As at 31 December 2022 | | As at 31 December 2023 | |
|---|---|---|---|---|---|---|
| | Amount | % | Amount | % | Amount | % |
| **Shareholders' equity** | | | | | | |
| Share capital | | | | | | |
| Registered | | | | | | |
| 1,955,666,261 ordinary shares of Baht 1 each | 2,145.69 | | 1,955.67 | | 1,955.67 | |
| Issued and fully paid-up | | | | | | |
| 1,953,054,030 ordinary shares of Baht 1 each | 2,143.08 | 3.00 | 1,953.05 | 2.44 | 1,953.05 | 2.27 |
| Share premium | 1,499.00 | 2.10 | 1,499.00 | 1.88 | 1,499.00 | 1.74 |
| Surplus on change in ownership interests of subsidiaries | - | - | 28.29 | 0.04 | 28.70 | 0.03 |
| Treasury share premium | 453.21 | 0.63 | 61.47 | 0.08 | 61.47 | 0.07 |
| Retained earnings | | | | | | |
| Appropriated | | | | | | |
| Statutory reserve | 214.57 | 0.30 | 214.57 | 0.27 | 214.57 | 0.25 |
| Treasury stock reserve | 2,999.99 | 4.20 | - | - | - | - |
| Unappropriated | 37,824.29 | 52.95 | 43,886.55 | 54.91 | 47,400.22 | 55.04 |
| Treasury stocks | (2,999.99) | (4.20) | - | - | - | - |
| Other components of shareholders' equity | (64.58) | (0.09) | (1,128.62) | (1.41) | (681.88) | (0.79) |
| Equity attributable to owners of the Company | 42,069.57 | 58.89 | 46,514.30 | 58.20 | 50,475.13 | 58.61 |
| Non-controlling interests of the subsidiaries | 856.76 | 1.20 | 948.58 | 1.18 | 989.58 | 1.15 |
| **Total shareholders' equity** | **42,926.33** | **60.09** | **47,462.88** | **59.38** | **51,464.71** | **59.76** |
| **Total liabilities and shareholders' equity** | **71,432.24** | **100.00** | **79,924.06** | **100.00** | **86,125.72** | **100.00** |

## b) Income statement

(Unit: Million Baht)

| Description | As at 31 December 2021 | | As at 31 December 2022 | | As at 31 December 2023 | |
|---|---|---|---|---|---|---|
| | Amount | % | Amount | % | Amount | % |
| **Revenues** | | | | | | |
| Revenue from sales of real estate | 28,937.91 | 97.61 | 34,221.84 | 96.40 | 30,836.44 | 96.91 |
| Revenue from rental and services | 222.19 | 0.75 | 264.03 | 0.74 | 340.17 | 1.07 |
| Other income | 487.39 | 1.64 | 1,014.84 | 2.86 | 641.47 | 2.02 |
| **Total revenues** | **29,647.49** | **100.00** | **35,500.71** | **100.00** | **31,818.08** | **100.00** |
| **Expenses** | | | | | | |
| Cost of real estate sales | 17,358.02 | 58.55 | 20,890.64 | 58.85 | 19,866.12 | 62.44 |
| Cost of rental and services | 159.61 | 0.54 | 178.92 | 0.50 | 204.57 | 0.64 |
| Selling expenses | 1,808.72 | 6.10 | 2,086.92 | 5.88 | 1,963.04 | 6.17 |
| Administrative expenses | 1,512.57 | 5.10 | 1,942.47 | 5.47 | 1,894.05 | 5.95 |
| **Total expenses** | **20,838.92** | **70.29** | **25,098.95** | **70.70** | **23,927.78** | **75.20** |
| Profit from operating activities | 8,808.57 | 29.71 | 10,401.76 | 29.30 | 7,890.30 | 24.80 |
| Share of profit from investments in joint ventures and associates | 532.94 | 1.80 | 390.48 | 1.10 | 246.87 | 0.78 |
| Finance cost | (258.92) | (0.87) | (276.79) | (0.78) | (467.39) | (1.47) |
| **Profit before income tax expenses** | **9,082.59** | **30.64** | **10,515.45** | **29.62** | **7,669.78** | **24.11** |
| Income tax expenses | (1,943.12) | (6.56) | (2,212.14) | (6.23) | (1,586.38) | (4.99) |
| **Profit for the year** | **7,139.47** | **24.08** | **8,303.31** | **23.39** | **6,083.40** | **19.12** |
| **Profit attributable to:** | | | | | | |
| Equity holders of the Company | 7,070.32 | | 8,173.26 | | 5,989.43 | |
| Non-controlling interests of the subsidiaries | 69.15 | | 130.05 | | 93.97 | |
| | 7,139.47 | | 8,303.31 | | 6,083.40 | |
| **Earnings per share** | | | | | | |
| Basic earnings per share | | | | | | |
| Profit attributable to equity holders of the Company | 3.63 | | 4.19 | | 3.07 | |

## c) Table of statement of comprehensive income

(Unit: Million Baht)

| Description | For the year ended 31 December 2021 | | For the year ended 31 December 2022 | | For the year ended 31 December 2023 | |
|---|---|---|---|---|---|---|
| | Amount | % | Amount | % | Amount | % |
| **Profit for the year** | 7,139.47 | | 8,303.31 | | 6,083.40 | |
| **Other comprehensive income:** | | | | | | |
| *Other comprehensive income to be reclassified to profit or loss in subsequent periods:* | | | | | | |
| Exchange differences on translation of financial statements in foreign currency - net of income tax | 213.03 | | (409.03) | | 66.82 | |
| Gain (loss) on change in value of debt investments at fair value through other comprehensive income - net of income tax | (4.03) | | - | | - | |
| Other comprehensive income to be reclassified to profit or loss in subsequent periods - net of income tax | 209.00 | | (409.03) | | 66.82 | |
| *Other comprehensive income not to be reclassified to profit or loss in subsequent periods:* | | | | | | |
| Actuarial gain - net of income tax | 12.81 | | - | | 25.24 | |
| Gain (loss) on changes in value of equity investments designated at fair value through other comprehensive income - net of income tax | 143.88 | | (594.81) | | 701.22 | |
| Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax | 156.69 | | (594.81) | | 726.46 | |
| **Other comprehensive income for the year** | **365.69** | | **(1,003.84)** | | **793.28** | |
| **Total comprehensive income for the year** | **7,505.16** | | **7,299.47** | | **6,876.68** | |
| **Total comprehensive income attributable to:** | | | | | | |
| Equity holders of the Company | 7,438.22 | | 7,170.39 | | 6,790.91 | |
| Non-controlling interests of the subsidiaries | 66.94 | | 129.08 | | 85.77 | |
| | **7,505.16** | | **7,299.47** | | **6,876.68** | |

## d) Table of cash flow statement

(Unit: Million Baht)

| Description | For the year ended 31 December 2021 | For the year ended 31 December 2022 | For the year ended 31 December 2023 |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Profit before tax | 9,082.59 | 10,515.45 | 7,669.77 |
| Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities: | | | |
| Decrease in property development costs from transferring to cost of real estate | 17,195.54 | 20,669.65 | 19,748.54 |
| Amortisation of costs to obtain contracts with customers | 281.68 | 295.45 | 180.10 |
| Depreciation and amortisation | 122.71 | 127.39 | 137.67 |
| Gain on sales of other current financial assets | (0.63) | - | - |
| Share of profit from investments in joint ventures and associates | (532.94) | (390.48) | (246.87) |
| Loss on sales of investment in associate | - | 0.53 | - |
| Gain on sales of equipment | (0.27) | (2.26) | (1.11) |
| Provision for contributions for housing estate juristic persons | 80.19 | 84.02 | 44.89 |
| Provision for long-term employee benefits | 22.57 | 26.07 | 27.94 |
| Unrealised gain on exchange | (38.03) | (0.63) | (2.53) |
| Unrealised gain on derivatives | - | (3.07) | (1.30) |
| Dividend income | (31.79) | (317.07) | (214.96) |
| Finance income | (161.32) | (156.63) | (152.76) |
| Finance cost | 258.92 | 276.79 | 467.39 |
| Profit from operating activities before changes in operating assets and liabilities | 26,279.22 | 31,125.21 | 27,656.77 |
| Operating assets decrease (increase) | | | |
| Trade and other receivables | (8.91) | 15.94 | (6.15) |
| Property development costs | (18,700.66) | (23,785.34) | (24,752.85) |
| Other current assets | (131.39) | (246.80) | (83.38) |
| Costs to obtain contracts with customers | (119.87) | (172.92) | (158.90) |
| Other non-current assets | (0.57) | (2.38) | (4.70) |
| Operating liabilities increase (decrease) | | | |
| Trade and other payables | 3.19 | 102.15 | 20.89 |
| Deposits and advances received from customers | (1,546.70) | (1,284.53) | (558.10) |
| Other current liabilities | 191.99 | 8.98 | 189.09 |
| Provision for long-term employee benefits | (4.48) | (3.65) | (10.13) |
| Other non-current liabilities | 2.86 | 4.86 | 0.75 |
| Cash flows from operating activities | 5,964.68 | 5,761.52 | 2,293.29 |
| Cash paid for interest expenses | (317.93) | (261.09) | (495.50) |
| Cash paid for corporate income tax | (1,637.72) | (2,230.42) | (1,977.31) |
| **Net cash flows from (used in) operating activities** | **4,009.03** | **3,270.01** | **(179.52)** |

## d) Table of cash flow statement (continued)

(Unit: Million Baht)

| Description | For the year ended 31 December 2021 | For the year ended 31 December 2022 | For the year ended 31 December 2023 |
|---|---|---|---|
| **Cash flows from investing activities** | | | |
| Decrease (increase) in short-term loans to joint venture | - | (11.69) | (11.73) |
| Decrease (increase) in restricted bank deposits | - | - | - |
| Decrease (increase) in long-term loans to related parties | 76.09 | (76.92) | 128.04 |
| Purchase of other financial assets | (2,567.45) | (6,567.98) | (373.40) |
| Proceeds from sales of other financial assets | 1,918.80 | 1,092.93 | 3,803.59 |
| Purchase in other payable for purchase of investment | - | (48.53) | - |
| Proceeds from sales of investment in associate | - | 1.31 | - |
| Acquisitions of investment properties | (32.94) | (30.48) | (5.76) |
| Acquisitions of property, building and equipment | (40.21) | (73.55) | (60.79) |
| Acquisitions of intangible assets | (10.94) | (21.19) | (12.68) |
| Proceeds from sales of equipment | 0.83 | 3.10 | 3.02 |
| Interest received | 66.85 | 38.74 | 46.68 |
| Dividend received | 388.93 | 621.35 | 462.87 |
| **Net cash flows used in investing activities** | **(200.04)** | **(5,072.90)** | **3,979.84** |
| **Cash flows from financing activities** | | | |
| Cash receipt from bills of exchange payable | 10,000.00 | 5,000.00 | 9,500.00 |
| Cash paid for repayment of bills of exchange payable | (9,000.00) | (5,000.00) | (8,500.00) |
| Cash receipt from long-term loans from banks | 41,778.84 | 63,105.48 | 65,860.44 |
| Cash paid for repayment of long-term loans from banks | (43,754.57) | (61,443.34) | (65,533.66) |
| Proceeds from issuance of debentures | 3,402.26 | 8,335.90 | 9,740.77 |
| Cash paid for redemption of debentures | (4,000.00) | (5,500.00) | (8,600.00) |
| Acquisition of non-controlling interests of the subsidiary | (1.67) | - | (3.00) |
| Cash receipt from resales of treasury stocks | - | 102.37 | - |
| Dividend paid | (1,947.73) | (2,828.05) | (2,830.51) |
| Subsidiary paid dividend for non-controlling interest of the subsidiary | (24.82) | (37.15) | (41.20) |
| **Net cash flows from (used in) financing activities** | **(3,547.69)** | **1,735.31** | **(407.16)** |
| **Translation adjustments** | **29.83** | **(243.05)** | **2.92** |
| **Net increase (decrease) in cash and cash equivalents** | **291.13** | **(310.73)** | **3,396.08** |
| Cash and cash equivalents at beginning of year | 1,334.44 | 1,625.57 | 1,314.84 |
| **Cash and cash equivalents at end of year** | **1,625.57** | **1,314.84** | **4,710.92** |

## e) Table of significant financial ratios

| Description | | 2021 | 2022 | 2023 |
|---|---|---|---|---|
| **1. Liquidity Ratio** | | | | |
| Current Ratio | (times) | 2.74 | 2.49 | 2.86 |
| Quick Ratio | (times) | 0.13 | 0.12 | 0.24 |
| Cash Flow Liquidity Ratio | (times) | 0.17 | 0.13 | (0.01) |
| Account Receivable Turnover | (times) | 592 | 770 | 631 |
| Average Debt Collection Period | (days) | 0.62 | 0.47 | 0.58 |
| Inventory Turnover | (times) | 0.28 | 0.33 | 0.29 |
| Average Selling Period | (days) | 1,283 | 1,116 | 1,257 |
| Account Payable Turnover | (times) | 7.15 | 7.79 | 6.55 |
| Average Payment Period | (days) | 51 | 47 | 56 |
| Cash Cycle | (days) | 1,233 | 1,070 | 1,202 |
| **2. Profitability Ratio** | | | | |
| Gross Profit Margin | (%) | 40 | 39 | 36 |
| Operating profit margin | (%) | 30 | 30 | 25 |
| Net Profit Margin | (%) | 24 | 23 | 19 |
| Return on Equity | (%) | 16 | 17 | 12 |
| **3. Efficiency Ratio** | | | | |
| Return on Assets | (%) | 10 | 10 | 7 |
| Return on Fixed Assets | (%) | 2,027 | 2,230 | 1,542 |
| Assets Turnover | (times) | 0.41 | 0.43 | 0.36 |
| **4. Financial Ratio** | | | | |
| Debt to Equity Ratio | (times) | 0.66 | 0.68 | 0.67 |
| Interest Bearing Debt to Equity Ratio | (%) | 43 | 49 | 44 |
| Interest Coverage Ratio | (times) | 36 | 39 | 17 |
| Dividend Payout Ratio | (%) | 37 | 37 | 53 |
| **5. Per Share Information (Weighted)** | | | | |
| Book Value | (Baht) | 19.63 | 23.82 | 25.84 |
| Basic Earnings per Share | (Baht) | 3.63 | 4.19 | 3.07 |
| Dividend per Share | (Baht) | 1.25 | 1.45 | 1.45 |

## 4.1.2 Management Discussion and Analysis

### 1. Overview of Real Estate Industry

Overall, 2023 was another challenging year for the real estate market. There were still many negative factors affecting the real estate business, such as risks from global economic conditions with hyperinflation around the world, rising energy prices, and the war between Russia and Ukraine. As a result, the European and US economies were expected to have a high probability of recession in 2023, resulting in some buyer's concerns and delays in deciding to buy real estate. Another important factor was the interest rate hike in 2023, which also affected the purchasing power of those who were in the process of buying real estate. In addition, household debt continued rising and remained high. As a result, those who were interested in buying real estate were at risk of financial institutions providing fewer loans or refusing loan applications.

However, although the real estate market in the past year had some negative factors, the opening of the country caused the tourism situation and various business sectors to recover, especially the real estate business, which started to become more active. This included the purchasing power of foreigners who had begun to return to the country. In addition, the government started investing more in infrastructure again. This included the opening of more BTS and MRT lines in Bangkok, the extension of the reduction of ownership transfer fee and mortgage registration for residential properties priced under 3 million until the end of 2023. These are factors that will help boost the real estate sector, whether a low-rise project or a condominium, to recover in a better direction.

### 2. Past Performance of Business Group

Supalai Public Company Limited is one of the top real estate developers in the industry that operates the business with a wide range of products ranging from single-detached houses, townhomes, semi-detached houses, condominiums, hotels, and offices for rent. The projects are located across Bangkok and its vicinity. The Company is also one of the first leaders to start developing projects in major provinces in various regions, such as Hat Yai, Chiang Mai, Chiang Rai, Phuket, Khon Kaen, Surat Thani, Chonburi, Rayong, Nakhon Si Thammarat, etc. This increases sales opportunities and diversifies investment risks. As at December 31, 2023, the Company Group had developed various projects in 26 provinces nationwide. As a result of such expansion, the Company's sales continued growing. In 2021, despite the COVID-19 pandemic throughout the year, the Company and its subsidiaries maintained their sales at the same level as the previous year. In 2022, it was another year in which the Company and its subsidiaries achieved very high sales growth. The Company and its subsidiaries increased sales by 35%, compared with those in 2021. In 2023, the Company and its subsidiaries recorded a decrease in sales compared with those in 2022. However, it was still maintained at a higher level than those in 2021. Details of sales under the contract are as follows:

| | 2021 | | 2022 | | 2023 | |
|---|---|---|---|---|---|---|
| | Million Baht | Increase (Decrease) Percentage | Million Baht | Increase (Decrease) Percentage | Million Baht | Increase (Decrease) Percentage |
| Contractual sales | 24,069 | (1) | 32,433 | 35 | 28,864 | (11) |

## 3. Operating results

### 1) Revenue from sales of real estate

| | 2021 | | 2022 | | 2023 | |
|---|---|---|---|---|---|---|
| | Million Baht | Percentage | Million Baht | Percentage | Million Baht | Percentage |
| Revenue from sales of low-rise projects | 14,776 | 51 | 18,499 | 54 | 20,239 | 66 |
| Revenue from sales of Condominium projects | 14,162 | 49 | 15,723 | 46 | 10,597 | 34 |
| **Total revenue from sales of real estate** | **28,938** | **100** | **34,222** | **100** | **30,836** | **100** |

Revenue from transfer of ownership in 2022 increased from 2021 by 18%. The reason of revenue growth in this year was that there was a total of 7 condominium projects completed and due for transfer of ownership, gradually starting transfer ownership from the end of the first quarter of 2022, while in 2021, the Company had only 4 condominium projects completed and due for transfer of ownership. In addition, ownership transfer of low-rise projects increased due to the sales increase.

Revenue from transfer of ownership in in 2023 decreased by 10% from 2022. This year, the Company had a total of 2 condominium projects completed and due for transfer of ownership, gradually starting transfer ownership from the second quarter of 2023, while in 2022, the Company had a total of 7 condominium projects completed and due for transfer of ownership, gradually starting transfer ownership from the end of the first quarter of 2022. However, the Company and its subsidiaries increased revenue from the ownership transfer of low-rise projects by approximately 9% due to the increasing launch of low-rise projects.

### 2) Revenue from rental and services

| | 2021 | | 2022 | | 2023 | |
|---|---|---|---|---|---|---|
| | Million Baht | Percentage | Million Baht | Percentage | Million Baht | Percentage |
| Revenue from rental real estate | 205 | 92 | 219 | 83 | 253 | 74 |
| Revenue from hotel business | 17 | 8 | 45 | 17 | 87 | 26 |
| **Revenue from rental and services** | **222** | **100** | **264** | **100** | **340** | **100** |

Revenues from rental and services are mainly income from rental office buildings, which can be seen that the revenues from rental real estate have increased continuously since 2021. Since the COVID-19 pandemic had eased, revenues from rental real estate returned to increase due to no measures to help tenants during the pandemic as well as new tenants renting office buildings after the situation returns to normal. As at December 31, 2023, the occupancy rate stood at approximately 90%, increased from 87% in 2022.

Revenues from the hotel business are derived from 2 hotels managed by the Company and its subsidiaries, namely 1. Supalai Pasak Resort & Spa, Saraburi, and 2. Supalai Scenic Bay Resort & Spa, Phuket. Revenues from the hotel business have continued increasing since 2022 as the COVID-19 pandemic situation eased. As a result, revenues from the hotel business have increased due to the return of tourists and the reopening of the country, causing the revenues in 2023 to increase by 93%.

### 3) Gross Profit Margin of Real Estate Business

The gross margin of the real estate business of the Company and its subsidiaries in 2021 was 40%, while, in 2022 and 2023, it was 39% and 36%, respectively. The gross margin of the Company and its subsidiaries was relatively higher than the industry average due to efficient construction management, such as joint development of quality of building materials with contractors to obtain better quality materials, joint development of construction processes with contractors to create more efficient and faster work. This makes it possible to complete the condominium project and deliver it to the customer according to the contract delivery schedule. As a result, it saves quite a lot of related costs. However, according to the higher proportion of ownership transfers of low-rise projects in 2023, gross margins decreased, compared with those in 2022 and 2021.

### 4) Selling and administrative expenses

| | 2021 | | 2022 | | 2023 | |
|---|---|---|---|---|---|---|
| | Million Baht | Percentage per total revenue | Million Baht | Percentage per total revenue | Million Baht | Percentage per total revenue |
| Selling expenses | 1,809 | 6.1 | 2,087 | 5.9 | 1,963 | 6.2 |
| Administrative expenses | 1,512 | 5.1 | 1,942 | 5.5 | 1,894 | 5.9 |
| **Total expenses** | **3,321** | **11.2** | **4,029** | **11.4** | **3,857** | **12.1** |

**Selling expenses**

Selling expenses, compared with the total revenue of the years 2021, 2022, and 2023, equaled to 6.1%, 5.9% and 6.2%, respectively, which were not much different.

Selling expenses increased in 2022 and decreased in 2023 due to the increase and decrease in expenses associated with the transfer of ownership based on revenues from the sale of real estate. Sales expenses in 2021, 2022 and 2023 were 1,809 million Baht, 2,087 million Baht, and 1,963 million Baht, respectively.

**Administrative expenses**

Administrative expenses compared with the total income of the years 2021, 2022, and 2023 were 5.1%, 5.5%, and 5.9%, respectively. The increasing rate of administrative expenses compared with the total revenue in 2023 was attributed to the decrease in total revenue. The administrative expenses in 2021, 2022, and 2023 were 1,512 million Baht 1,942 million Baht, and 1,894 million baht, respectively. The amount of administrative expenses increased in 2022 and 2023 according to the increasing number of projects. However, the administrative expenses in 2023 were slightly lower, compared with those in 2022. The Company and its subsidiaries attempted to control administrative expenses in proportion to the decrease in total revenue.

### 5) Share of profit from investments in joint ventures and associates

The share of profit from investments in joint ventures and associates in 2021, 2022, and 2023 was 533 million Baht, 390 million Baht, and 247 million Baht, respectively. In 2022, the share of profit from investments in joint ventures and associates decreased by 143 million Baht from 2019, representing a decrease of 27%. This was because the revenues from the transfer of ownership of the project of joint ventures and associates in Australia decreased. In 2023, the share of profit from investments in joint ventures and associates decreased by 143 million Baht from 2022, representing a decrease of 37%, because the revenues from the transfer of ownership of the project of joint ventures and associates in Australia decreased as a result of the postponement of partial deliveries to transfer ownership in early 2024. The Company has gradually increased its investment in joint ventures and associates in Australia, currently totaling 12 projects.

### 6) Finance cost

In 2021, 2022 and 2023, the Company and its subsidiaries incurred financial expenses of 259 million Baht and 467 million Baht, respectively. The reasons for the increase in finance costs in 2022 and 2023 were because the Company and its subsidiaries have continuously borrowed loans for investment and the policy rate has been raised since mid-2022, resulting in higher interest expenses for the Company and its subsidiaries.

### 7) Profit for the year

Profit for the year 2022 was 8,173 million Baht, increased by 1,103 million Baht from 2021, representing an increase of 16%, due to the increase in revenues from the transfer of ownership as mentioned in Item 1.

Net profit for the year was 5,989 million Baht, decreased by 2,184 million Baht from 2022, representing a decrease of 27%, due to the decrease in income from ownership transfer as mentioned in Item 1, lower gross margin, and lower share of profit from investments in joint ventures and associates as mentioned in Item 5, and increasing finance costs as mentioned in Item 6.

### 8) Net profit margin

The net profit margin of the Company and its subsidiaries in 2021, 2022, and 2023 was 24%, 23%, and 19%, respectively. The net profit margin of the Company and its subsidiaries was relatively higher than the industry average. The Company and its subsidiaries have made efforts to manage their operations in order to maintain a similar net profit margin at the above-mentioned rates. However, in 2023, the Company and its subsidiaries experienced lower gross margins and higher finance costs, resulting in lower net profit margins.

Regarding dividend payments, the Company paid dividends for the operating results of 2021, 2022 and 2023 at the rate of 1.25 Baht per share, 1.45 Baht per share, and 1.45 Baht per share, respectively, which were in accordance with the Company's dividend payment policy, specifying the rate of no less than 35% of net profit.

## 4. Financial position

### a) Assets

Total assets of the Company and its subsidiaries at the end of 2021, 2022 and 2023 were 71,432 million Baht, 79,924 million Baht, and 86,126 million Baht, respectively. The increase in assets in 2022-2023 was mainly due to the increase in the cost of real estate development under development in the type of condominiums and housing estates pending for being delivered to customers as the Company and its subsidiaries launched more projects, including investments in any financial assets. The details of the main assets are as follows.

#### Property development costs

Property development costs at the end of 2021, 2022, and 2023 were 62,104 million Baht, 65,675 million Baht, and 71,125 million Baht, respectively. It had been likely increasing throughout the past 3 years because the projects were opened according to the growth of the Company and its subsidiaries. It was the construction cost of low-rise projects and condominiums under construction and sale, which would be gradually delivered to customers from 2024 onwards.

#### Long-term loans to joint ventures and associates and interest receivables

Long-term loans to joint ventures and associates and interest receivables at the end of 2021, 2022, and 2023 were 1,075 million Baht, 1,247 million Baht, and 1,220 million Baht, respectively. Such loans increased as investment in projects in Australia increased each year. In 2023, there were projects repaying long-term loans to overseas subsidiaries, thus the amount of such loans slightly decreased.

## Other financial assets

Other current financial assets at the end of 2021, 2022, and 2023 were 292 million Baht, 667 million Baht, and 427 million Baht, respectively. They were mainly investments in private debt securities that will be held until maturity and investments in equities of listed companies.

Other non-current financial assets at the end of 2021, 2022, and 2023 were 2,116 million Baht, 6,501 million Baht, and 4,127 million Baht, respectively. They were mainly investments in equities of listed companies.

## Investments in joint ventures and associates

### Investments in joint ventures

Investments in joint ventures represent investments in property development entities which are incorporated in Australia. They are jointly controlled by the Group and other companies. Details of these investments are as follows:

(Unit: Thousand Baht)

| Joint ventures | Consolidated financial statements | | | |
|---|---|---|---|---|
| | Shareholding percentage | | Carrying amounts based on equity method | |
| | 2023 (%) | 2022 (%) | 2023 | 2022 |
| The Satterley Officer Joint Venture | 25 | 25 | 99,841 | 66,806 |
| The Satterley Greenvale Joint Venture | 25 | 25 | 214,764 | 218,124 |
| Fyansford Development Pty Ltd | 50 | 50 | 376,708 | 394,173 |
| Ballarat Street Development Pty Ltd | 50 | 50 | - | - |
| **Total** | | | **691,313** | **679,103** |

### Investments in associates

Investments in associates represent investments in property development entities which are incorporated in Australia. Details of these investments are as follows:

(Unit: Thousand Baht)

| Joint ventures | Consolidated financial statements | | | |
|---|---|---|---|---|
| | Shareholding percentage | | Carrying amounts based on equity method | |
| | 2023 (%) | 2022 (%) | 2023 | 2022 |
| Peet No. 1895 Pty Ltd | 50 | 50 | 402,213 | 310,473 |
| Satterley Narangba Pty Ltd | 17 | 17 | 68,801 | 60,113 |
| Peet 2018 No. 1 Pty Ltd | 19 | 19 | 19,895 | 14,985 |
| Satterley Madora Bay Pty Ltd | 11 | 11 | 73,285 | 50,203 |
| **Total** | | | **564,194** | **435,774** |

### Investment properties

The investment property of the Company and its subsidiaries is mainly Supalai Grand Tower, which is an office building for rent and a hotel building of a subsidiary that began operations in 2007. In addition, in 2015, Haddyai Nakarin Company Limited opened a department store, ASEAN PLAZA, in Songkhla.

As at the end of 2021, 2022, and 2023, investment property was 1,161 million Baht, 1,137 million Baht, and 1,072 million Baht, respectively.

### Property, building and equipment

Property, building and equipment at the end of 2021, 2022, and 2023 accounted for 344 million Baht, 389 million Baht, and 388 million Baht, respectively. It was mainly Supalai Grand Tower, only the area used by the Company as its headquarters.

## b) Liabilities

The total liabilities of the Company and its subsidiaries at the end of 2021, 2022 and 2023 were 28,506 million Baht, 32,461 million Baht, and 34,661 million Baht, respectively. The main liabilities were bills of exchange payables, deposits and advance payments from customers, long-term loans from banks, and debentures. The details of the main liabilities are as follows:

### Bills of exchange payable

The outstanding balances of the bills of exchange payables at the end of 2021, 2022, and 2023 were 3,981 million Baht, 3,982 million Baht, and 4,968 million Baht, respectively. The reason for the increasing balance in 2022-2023 was that the Company and its subsidiaries had continued investing, so the Company provided financing by issuing bills of exchange. Since the finance costs were relatively low, the bill of exchange payables increased.

### Deposits and advances received from customers

Deposits and advances received from customers are liabilities arising from the receipt of deposit (booking fee), contract signing payment, and down payment from the purchase of a house or condominium pending for transfer of ownership. The outstanding balance at the end of 2021, 2022, and 2023 was 3,289 million Baht, 2,004 million Baht, and 1,446 million Baht, respectively. Most of them were condominium sales that had not yet transferred ownership, which was due to transfer ownership from 2024, onwards.

### Long-term loans from Banks

Long-term loans from banks at the end of 2021, 2022, and 2023 were 6,536 million Baht, 8,196 million Baht, and 8,523 million Baht, respectively. The amount of long-term loans from the bank increased in 2022-2023 as the Company and its subsidiaries continued investing more to support future growth. As a result, the Company had an increasing amount of long-term loans from banks.

### Debentures

The Company's debentures at the end of 2021, 2022, and 2023 were 9,373 million Baht, 12,358 million Baht, and 13,673 million Baht, respectively. In 2022, the Company repaid 5,500 million Baht of maturing debentures and issued approximately 8,500 million Baht of debentures. During 2023, the Company repaid 8,600 million Baht of maturing debentures and issued approximately 10,120 million Baht of debentures. The issuance of debentures caused the Company to have lower finance costs than long-term loans from banks.

## c) Shareholders' Equity

Shareholders' equity at the end of 2021, 2022, and 2023 was 42,926 million Baht, 47,463 million Baht, and 51,465 million Baht, respectively. The increase was due to the net profit of each year, the decrease was due to the annual dividend payment.

Share register/Treasury stocks/Appropriated retained earnings-Treasury stock reserve in 2020-2022 was as follows:

On 29 January 2020, the Company's Board of Directors' meeting No. 2/2020 approved a share repurchase program for financial management purposes, with a budget of up to Baht 2,000 million, or not exceeding amount 120 million shares. The number of shares to be repurchased would be approximately 5.6% of the total number of shares in issue, with a par value of Baht 1 per share. The repurchase period is from 12 February 2020 to 11 August 2020 and the period set for redistribution of the shares is more than 6 months but not more than 3 years after completion of the share repurchases.

On 17 March 2020, the Company's Board of Directors' meeting No. 4/2020 approved an increase of the budget for the share repurchase program for financial management purposes to a maximum of Baht 3,000 million, or not exceeding amount 200 million shares. The number of shares to be repurchased is approximately 9.3% of the total number of shares in issue, with a par value of Baht 1 per share.

Reconciliation of treasury stocks

| | Number of shares (Shares) | Average price per share (Baht) | Repurchase amount (Thousand Baht) |
|---|---|---|---|
| **Treasury stocks** | | | |
| Repurchase during the year | 194,938,600 | 15.39 | 2,999,999 |
| **Treasury stocks as at 31 December 2020 and 2021** | **194,938,600** | **15.39** | **2,999,999** |

The Company set aside an amount from retained earnings equal to the cost of the treasury shares to a separate reserve account, with such reserve to remain outstanding until either the shares are sold or the paid-up capital is reduced by the cancellation of any remaining unsold shares. As at 31 December 2020, the Company has set aside the reserve approximately Baht 3,000 million, with the Company recording the reserve as 'Appropriated retained earnings - treasury stock reserve" in its statement of financial position.

On 22 February 2022, the Company's Board of Directors' meeting No. 2/2022 approvedthe sale of 194,938,600 shares of the Company's treasury stock, or approximately 9.10% of the total number of shares in issue, on the Stock Exchange of Thailand between 8 March 2022 and 9 July 2023 at a price that must be more than or equal to 85% of the average closing price of the latest 5 trading days. The Company began selling the treasury stocks from 11 April 2022.

During the month of April 2022 to May 2022, the Company sold 2,654,500 million shares of treasury stock at a total price of Baht 60 million. Therefore, the Company recorded the difference of Baht 19 million between the repurchase cost and the resale price of the treasury stock under "Treasury share premium" and reversed reserve of Baht 41 million from "Appropriated retained earnings - Treasury stock reserve" to "Unappropriated retained earnings".

On 11 October 2022, the Company's Board of Directors' meeting No. 10/2022 passed a resolution approving changes in the procedure for the sale of treasury stock as follows:

1. Offer 190,015,700 shares of treasury stock on the Stock Exchange of Thailand between 18 and 25 October 2022 at a price that must be more than or equal to 85% of the average closing price of the latest 5 trading days

2. Offer 2,268,400 shares of treasury stock to directors and employees of the Company on 18 October 2022 at a price that must be more than or equal to the average closing price of the latest 7 trading days

3. If the Company has been unable to sell all of the treasury stock by the end of the stipulated period, the Company was to decrease its paid-up capital and register the decrease in capital within 14 days from the date it cancelled the shares.

On 18 October 2022, the Company sold 2,258,800 shares of treasury stock to directors and employees of the Company at a subscription price of Baht 18.86 per share, or for a total of Baht 43 million. The Company recorded the difference of Baht 8 million between the repurchase cost and the resale price of the treasury stock under "Treasury share premium" and reversed reserve of Baht 35 million from "Appropriated retained earnings-Treasury stock reserve" to "Unappropriated retained earnings".

On 26 October 2022, the Company registered the reduction of its registered share capital from Baht 2,145,691,561 (2,145,691,561 ordinary shares of Baht 1 each) to Baht 1,955,666,261 (1,955,666,261 ordinary shares of Baht 1 each) and paid-up share capital from Baht 2,143,079,330 (2,143,079,330 ordinary shares of Baht 1 each) to Baht 1,953,054,030 (1,953,054,030 ordinary shares of Baht 1 each) with the Ministry of Commerce to cut the remaining 190,025,300 treasury stocks. The Company reversed treasury share premium of Baht 418,504,488 and recognised the difference amounting to Baht 2,315,855,740, resulting from the reduction of its share capital by means of writing off the treasury stocks, to unappropriated retained earnings. Moreover, the Company reversed reserve for treasury stocks of Baht 2,924,385,528 to unappropriated retained earnings.

## d) Liquidity

(Unit: Million Baht)

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Net cash flows from (used in) operating activities | 4,009 | 3,270 | (180) |
| Net cash flows from (used in) investing activities | (200) | (5,073) | 3,980 |
| Net cash flows from (used in) financing activities | (3,548) | 1,735 | (407) |
| Translation adjustments | 30 | (243) | 3 |
| **Net increase (decrease) in cash and cash equivalents** | **291** | **(311)** | **3,396** |

The Company and its subsidiaries' cash flow from operating activities in 2021, 2022, and 2023 was 4,009 million Baht, 3,270 million Baht, and 180 million Baht, respectively. The main operating net amount was derived from income from the transfer of ownership and the construction of projects to support future transfer of ownership.

In 2021 and 2022, the Company and its subsidiaries' cash flow from investment activities was 200 million Baht and 5,073 million Baht, respectively. It was mainly derived from the investment in other financial assets. In 2023, the Company and its subsidiaries had cash flow from investment activities of 3,980 million Baht because the Company and its subsidiaries received proceeds from the disposal of equity securities of listed companies.

In 2021, the net cash used in financing activities of the Company and its subsidiaries amounted to 3,548 million Baht because the Company and its subsidiaries repaid long-term loans from banks and redeemed debentures from the increasing cash flow from the transfer of ownership. In 2022, the Company and its subsidiaries had net cash from financing activities of 1,735 million Baht due to the cash received from long-term loans from the bank and the issuance of additional debentures for continuously investing in business operations. In 2023, the Company and its subsidiaries had net cash used in financing activities of 407 million Baht because the Company and its subsidiaries repaid long-term loans from the bank and redeemed debentures.

### e) Source of Funds

The ratio of interest-bearing debt to equity in 2021, 2022, and 2023 was 43%, 49%, and 44%, respectively. Most liabilities consist of debentures issued by the Company and project loans from financial institutions. The ratio of interest-bearing debt to equity increased in 2022 because the Company increased its investment.

In 2021, 2022 and 2023, the debt-to-equity ratio was 0.66 times, 0.68 times, and 0.67 times, respectively. It was evident that the proportion was relatively low in accordance with the provisions stipulated in the loan agreement, specifying that the total debt-to-equity ratio shall not exceed 2 times.

## Analysis of Significant Financial Ratios Compared to the Industry Average as at December 31, 2023

| Item | Industry Average (Percentage) | Supalai Plc. and its Subsidiaries (Percentage) |
|---|---|---|
| 1. Gross Profit Margin from revenue from sales of real estate | 29 | 36 |
| 2. Selling and Administrative Expenses / Total Revenue | 21 | 12 |
| 3. Net Profit / Total Revenue | 12 | 19 |
| 4. Interest Bearing Debt to Equity Ratio | 102 | 44 |
| 5. Return on Assets | 4 | 7 |
| 6. Return on Equity | 9 | 12 |

Remarks: The industry average was calculated from 10 companies listed on the Stock Exchange of Thailand, namely, 1. AP (Thailand) Public Company Limited, 2. Land and Houses Public Company Limited, 3. L.P.N. Development Public Company Limited, 4. Pruksa Real Estate Public Company Limited, 5. Quality House Public Company Limited, 6. SC Asset Corporation Public Company Limited, 7. Sansiri Public Company Limited, 8. Ananda Development Public Company Limited, 9. Origin Property Public Company Limited, and 10. Supalai Public Company Limited.

According to the table comparing the ratio of the Company and its subsidiaries with the industry, it was evident that the average of the Company and its subsidiaries was better than the industry average in all ratios, which represented the good and efficient overall management ability.

# 4.2 Factors or events that may significantly affect financial position or operations in the future

The direction of the real estate business in Thailand in 2024 is still another year that many factors are required to be considered, while there are hidden opportunities as well. An important factor this year is the purchasing power of customers. During the past years, middle- and low-income citizens had an actual income that slightly increased or had the same amount of income. As a result, household debt caused by consumption increased, leading to an increase in rejection of loan application by financial institutions for a house priced below 3 million Baht, which will affect the ability to buy housing and apply for loans. As financial institutions have stricter criteria for considering loan applications, this can make it harder for customers to receive loans.

The trend of interest rate hikes in 2024 is likely to slow down. In addition, the trend of interest rates are expected to decrease in the second half of 2024. These will be factors causing positive impacts on the Company and its customers. From the Company's perspective, its finance costs will not increase and are likely to decline. From the customers' point of view, if interest rates are likely to decline, it will cause a positive impact on the real estate sector, which may restore purchasing power.

According to the situation over the past years, most financial institutions are still more stringent about approving project loans to real estate development companies. As a result, small companies may have a harder time accessing sources of funds than large companies. In early 2024, the news of defaults on the debentures of many companies affects investor confidence, especially companies with poor credit ratings or non-rated bonds with high yields, which may prevent the issuance of new bonds. If such company does not have sufficient cash flow, it will affect its financial position. On the other hand, if it is a company with a good rating, it will make investors pay attention to investing in the bonds of such company to reduce the potential risk. The Company has received a credit rating of A Stable from TRIS Rating, so it has always received good attention from institutional investors. The Company is still able to manage its financial liquidity and costs well, thus gaining a competitive advantage with its ability to access sources of funds at a lower cost, especially in the current highly competitive market.

The Company is still committed to creating new home design innovations and customer service innovations along with social and environmental concerns in all aspects as well as expanding investment in domestic and international real estate development. The Company's growth in Australia has been very satisfactory. This represents that the Company's policies and business strategies are an important part of driving the Company's continuous and potential growth and sustainable financial stability. Although the Company has encountered many challenges, it has adapted and prepared continuously. Therefore, the real estate market in 2024 still has opportunities for the Company to continue growing.

# 4.3 Information from financial statements and key financial ratios

## 1. Financial Highlights for the past 5 years of the Company and its subsidiaries

### Financial Data

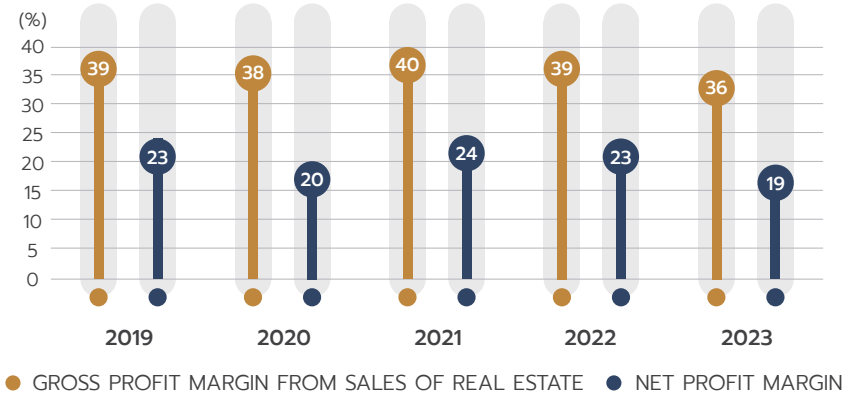
(Unit : Million Baht)

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|
| Contractual sales | 22,324 | 24,376 | 24,069 | 32,433 | 28,864 |
| Revenues from sales of real estate | 23,224 | 20,336 | 28,938 | 34,222 | 30,836 |
| Total revenues | 23,957 | 20,969 | 29,647 | 35,501 | 31,818 |
| Profit before income tax expenses | 6,823 | 5,594 | 9,083 | 10,515 | 7,670 |
| Profit for the year | 5,403 | 4,251 | 7,070 | 8,173 | 5,989 |
| Total assets | 60,511 | 68,207 | 71,432 | 79,924 | 86,126 |
| Total liabilities | 22,662 | 30,811 | 28,506 | 32,461 | 34,661 |
| Total shareholders' equity | 37,849 | 37,396 | 42,926 | 47,463 | 51,465 |
| No. of Outstanding Shares (Million Shares) | 2,143 | 2,143 | 2,143 | 1,953 | 1,953 |
| Earnings per share (Baht) | 2.52 | 2.13 | 3.63 | 4.19 | 3.07 |
| Par value (Baht) | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Book value per share (Baht) | 17.66 | 17.45 | 20.03 | 24.30 | 26.35 |
| Dividend per share (Baht) | 1.00 | 1.00 | 1.25 | 1.45 | 1.45 |

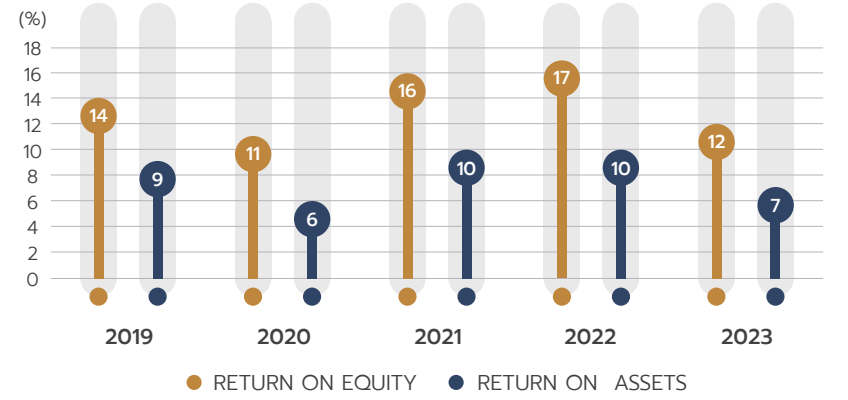
### Financial Ratio

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|
| Gross profit margin from sales of real estate (%) | 39 | 38 | 40 | 39 | 36 |
| Net profit margin (%) | 23 | 20 | 24 | 23 | 19 |
| Return on equity (%) | 14 | 11 | 16 | 17 | 12 |
| Return on total assets (%) | 9 | 6 | 10 | 10 | 7 |
| Net gearing (Times) | 0.34 | 0.53 | 0.43 | 0.49 | 0.44 |

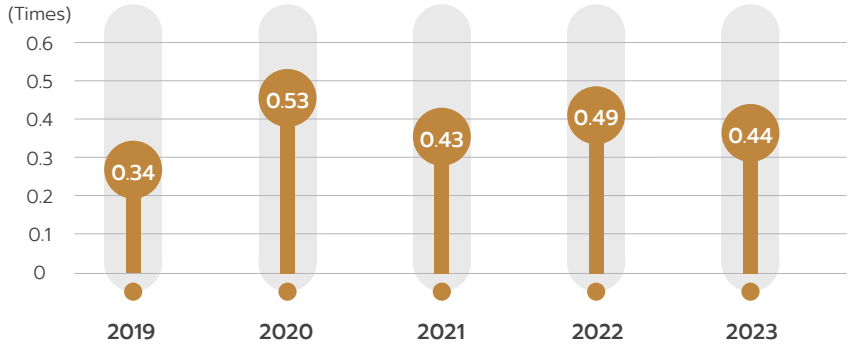
## GROSS PROFIT MARGIN FROM SALES OF REAL ESTATE AND NET PROFIT MARGIN



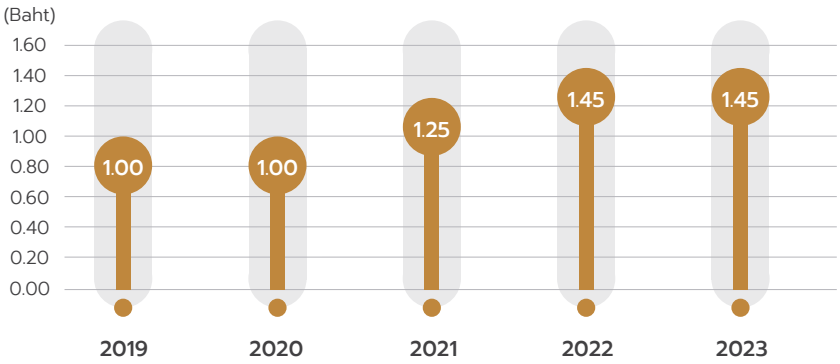

## RETURN ON EQUITY AND RETURN ON ASSETS




## NET GEARING




## DIVIDEND PER SHARE



# 5. General Information and Other Important Information

## 5.1 General Information

### Supalai Public Company Limited

| | |
|---|---|
| **Head office Location** | 1011 Supalai Grand Tower Building, Rama III Road, Chong Nonsi, Yannawa, Bangkok 10120 |
| **Sector** | Property Development |
| **Registration Number** | 0107535000303 |
| **Telephone** | 0-2725-8888 |
| **Website** | www.supalai.com |
| **E-mail** | ir_spali@supalai.com |
| **Type of Shares** | Common Stock |
| **Registered Capital** | 1,955,666,261 Baht |
| **Par Value Per Share** | 1 Baht |
| **Paid-up Capital** | 1,953,054,030 Baht |

### Investor Relations

**Supalai Public Company Limited**
1011 Supalai Grand Tower Building, Rama III Road,
Chong Nonsi, Yannawa, Bangkok 10120

| | |
|---|---|
| **Telephone** | 0-2725-8888 Ext. 82204 |
| **Website** | www.supalai.com |
| **E-mail** | ir_spali@supalai.com |

### Company Secretary

Mrs.Varunee Lapitananuvat

| | |
|---|---|
| **Telephone** | 0-2725-8888 Ext. 82801 |
| **E-mail** | secretary@supalai.com |

## Securities Registrar

**Thailand Securities Depository Co., Ltd.**
93 Ratchadaphisek Road, Din Daeng, Bangkok 10400

| | |
|---|---|
| **Telephone** | 0-2009-9000 |
| **Fax** | 0-2009-9991 |
| **Contact Center** | 0-2009-9999 |
| **Website** | www.set.or.th/tsd |
| **E-mail** | SETContactCenter@set.or.th |

## Auditor

Ms.Krongkaew Limkittikul
Certified Public Accountant (Thailand) No. 5874

**EY office Limited**
33rd floor, Lake Rajada Office Complex
193/136-137 New Ratchadaphisek Road, Khlong Toei, Khlong Toei, Bangkok 10400

| | |
|---|---|
| **Telephone** | 0-2264-9090 |
| **Fax** | 0-2264-0789-90 |

# 5.2 Other Important Information

## 5.2.1 Other information that may significantly affects the decision of investors

- N/A -

## 5.2.2 Restrictions of foreign shareholders in the event that the Company has a policy to request a resolution of the Shareholders' Meeting for an offering of newly issued shares or an issuance of warrants with transferable subscription right or TSR to shareholders in proportion to their shareholding by not issuing and offering them to shareholders that will cause the Company to have legal obligations in foreign countries

The Company has no restrictions on offering newly issued shares or issuing warrants with transferable subscription right to shareholders in proportion to their shareholding, unless such transfer of shares is a transfer of shares from Thai shareholders to foreigners while the foreigners hold 35% of the total issued and paid-up shares of the Company.

# 5.3 Legal Dispute

Currently the Company and its subsidiaries have no legal disputes possibly causing damages to the Company, which are higher than 5% of the shareholders' equity as at December 31, 2023. In addition, there is no legal dispute that may cause a negative impact on the Company's business operations and its subsidiaries significantly which the impact cannot be assessed in figures.

# 5.4 Secondary Market

- N/A -

# 5.5 Contactable Financial Institution

Unsecured Bond Registrar No. 1/2022, 3/2022, 4/2022, 1/2023, 2/2023 and 4/2023

**CIMB Thai Bank Public Co, Ltd.**
44 Langsuan Road, Lumphini, Pathum Wan, Bangkok 10330

| | |
|---|---|
| **Telephone** | 0-2638-8000 |
| **Fax** | 0-2657-3088 |
| **Website** | www.cimbthai.com |

Unsecured Bond Registrar No. 2/2022 and 3/2023

**Kiatnakin Phatra Bank Public Co, Ltd.**
209 KKP Tower, Sukhumvit 21 (Asoke), Khlong Toey Nua, Wattana, Bangkok 10110

| | |
|---|---|
| **Telephone** | 0-2495-1625 |
| **Fax** | 0-2495-9529 |
| **Website** | https://bank.kkpfg.com |

Part
2

# Corporate Governance

# 6. Corporate Governance Policy

The Company believes that good corporate governance is a management system that causes fairness builds confidence in investment, creates long-term values for shareholders, and builds trust with all stakeholders, including makes the Company to provide the appropriate, efficient, and effective management system, which helps promote the competitiveness of the organization to grow sustainably. The Company establishes the Compliance Unit (Please see details under the topic: Company's Operation Supervision) to perform its duties and supervise the Company, directors, executive, and employees to comply with the regulations of the external supervisory agencies. In 2023, directors, executives, and employees, including employees of subsidiaries and associated companies thoroughly complied with the Manual on Good Corporate Governance Policy, Code of Conduct, including all relating policies. The details were as follows:

## 6.1 Overview of Policies and Practices on Corporate Governance

### Chapter 1: Right and Equitable Treatment of Shareholders

The Company recognizes and attaches importance to the rights of shareholders. It, therefore, shall not violate or reduce the rights of shareholders, instead, the basic rights will be provided to them on an equal basis, such as declaration of ownership in shares, the right to purchase and sell or transfer shares, repurchase of shares, the rights to receive dividend, to have a share in profit of the business and to consider all forms of remuneration, to receive sufficient data and information of the Company in a timely manner, to attend the shareholder's meeting or to authorize the proxy to attend the meeting to exercise their rights to appoint or remove directors, auditors and matters having impact on the Company, etc.

The Company does not have a policy to create a mechanism that prevents the taking over of the Company business and makes the management or persons who have power manage the Company without transparency and efficiency. The shareholding structure of the Company does not include cross-holdings or pyramid schemes among its group of companies. The Company has a free float over 40 percent of issued shares. (see details on the website of The Stock Exchange of Thailand). In addition, the Company has complied with the policy on the treatment of shareholders by requiring the Board of Directors to respect the rights and treat all shareholders equally. The Company focuses on the fundamental rights of shareholders and encourages shareholders, regardless of major shareholders and minor shareholders, to exercise their rights in accordance with the prescribed legal basis, especially minority shareholders, foreign shareholders, and institutional shareholders, which are not limited to legal rights only. The Company performs its duties, conducts business with integrity, transparency and accountability to shareholders, and manages to ensure that any of the Company's assets are not depreciated, lost or lost in vain. The Company shall not seek benefits for themselves and related parties. The Company shall provide complete information equally so that shareholders can trust and have confidence in investment, offer benefits, and share profits equally, regardless of gender, age, race, nationality, religion, beliefs, social status, disability or political opinions. Although shareholders are unable to attend the meeting for any reasons, they shall have the right to grant authority to other persons to attend the meeting on their behalf. The Company has published the policy on its website (www.supalai.com) for shareholders and the general public. The Company has a policy to facilitate and encourage all groups of shareholders, including institutional investors, to attend the shareholders' meeting of the Company. The Company oversees and complies with the policy to conduct the shareholders' meeting in accordance with the laws and guidelines for the shareholders' meeting.

The Company is determined to develop total process itself towards international standard. Therefore, its business operation is conducted based on integrity, transparency and fairness. For effectiveness and achievement of its objectives, the Company had prescribed the Code of Conduct for its directors, executives and employees to be used as a guideline for proper behavior. It has also laid down as a policy for strict compliance for maximum benefit to the shareholders and stakeholders, i.e. conflict of interest management, confidentiality, responsibility for the property and reputation of the Company, and accountability to its stakeholders. In 2023, the rights and treatment received by shareholders were as follows:

## 1.1 Rights to Receive Share Certificates and Rights to Buy, Sell or Transfer Shares

The Company has appointed Thailand Securities Depository Co., Ltd. to perform the duty as its securities registrar to provide convenience to shareholders regarding securities registration matters of the Company.

## 1.2 Rights to Receive Equitable Treatment for Repurchase of Shares by the Company

The Articles of Association of the Company prohibits the Company to own or pledge its own shares, except in the following cases:

(1) For maintaining shareholders' rights: The Company may repurchase shares from shareholders who vote in disagreement with the resolutions of the shareholders' meeting which approved amendments to the Articles of Association regarding voting rights and rights to receive dividends where shareholders deem unfair.

(2) For financial management purposes: The Company may repurchase shares in the event that the Company has accumulated profit and excess liquidity, and such repurchase of shares does not cause the Company to experience financial difficulties.

Shares held by the Company from the repurchase are not counted as a quorum at the shareholders' meeting, nor are they entitled to vote and receive dividends. The Company is required to dispose of the repurchased shares within the specified period in the share repurchase program specified by the Company. In the case that the Company cannot dispose of the repurchased shares within such specified period, the Company will decrease the paid-up capital by cutting off the unsold portion of the registered shares.

## 1.3 Rights to Propose Meeting Agendas in Advance, Nominate Persons to be Appointed as Directors and to Pose Questions Relating to the Company

The Company has set out criteria in proposing agenda, nomination of persons for appointment as directors and raising questions about the Company. This is to encourage small shareholders to participate in overseeing the Company and to select qualified directors, who can perform their duties effectively for the best interests of shareholders and all groups of stakeholders (The criteria are posted on the Company's website (www.supalai.com) in the Investor Relations section under the "AGM"). For the 2023 meeting, the Company has published the criteria on both its website (www.supalai.com) and that of the Stock Exchange of Thailand from 12 September 2023 - 13 November 2023 in order for shareholders to nominate persons to be elected as directors, propose agendas and inquire about the Company. During such period of time, none of shareholders had made any proposal or nomination.

## 1.4 Right to Attend Shareholders' Meetings

- **General Meeting of Shareholder**

The 2023 Shareholders' Meeting was disclosed to shareholders in advance so that the shareholders could plan the schedule for attending the meeting. The Company shall hold 1 Annual General Meeting of shareholders within 4 months from the end of the fiscal year of the Company.

The Company aware of the shareholder rights, and to enable them to fully exercise their rights in the meeting, the shareholders are given an opportunity to propose the agendas for the meeting as well as the list of persons to be appointed as Company directors, and advance questions to the Company in both Thai and English, via the Company's website (www.supalai.com) at least 3 months prior to the closing date of the accounting year of the Company. In the past year, the Company had already notified its shareholders via the SET and its website since 12 September 2023 - 13 November 2023, for maximum benefit to the shareholders, the Company has posted in its website the criteria and supporting information, both Thai and English, for the meeting to give its shareholders time to study the information before the meeting. On the date of the shareholders' ordinary meeting, the Board of Directors, advisors to the Board and the executives responsible for finance-accounting and certified public accountant would attend the meeting and be ready to answer questions.

In the past year, the Company organized the Annual General Meeting on April 24, 2023 at the Convention Room, 33rd floor at Supalai Grand Tower, 1011 Rama III Road, Chong Nonsi Subdistrict, Yannawa District, Bangkok. under the Emergency Decree on Electronic Conference B.E. 2563 (2020).

- **Invitation Letter to Attend the Meetings**

The Company delivers a complete edition of invitation letter to a meeting of shareholders with required documents both in Thai and English to the shareholders to study in advance at least 21 days before the meeting date, both in Thai and English. The shareholders will then be well-prepared for the subjects to be considered at the meeting and also for their consideration whether to attend or not. The documents will include objectives and rationales along with opinions of Sub-Committees and the Board of Directors to support the consideration of each agenda clearly.

The Company clearly defines the agenda items to be proposed to the Annual General Meeting of Shareholders and each matter shall be approved separately. The Company will avoid adding any agenda that had not been identified in advance as it will not be fair to the shareholders who are unable to attend the meeting. Regarding the appointment of directors, the Company will provide the names and brief bio-data of each director to be appointed to the shareholders. Similarly, as for the appointment of the auditor, the Company will clearly identify the name of the auditor, his/her affiliated company, experience, skills, independence and the length of duration that the proposed auditor had been the auditor at the Company including his/her audit fees. Also, the Company will propose at the meeting to pay the dividend (if any). The Company's dividend policy will be announced with the dividend rates being proposed to the shareholders along with reasons and background information. Regarding the shareholders' meeting, in the invitation letter, the company will present the list of 3 independent directors in order for the shareholders unable to attend the meeting in person from the meeting to choose whether to appoint independent directors or other shareholders as their proxies at his/ her own discretion. With respect to the voting of each agenda, the shareholders can vote as pre-specified in proxy forms or their proxies can vote for all agendas at the meeting. For institutional investors or foreign investors appointing a custodian in Thailand as a depositor and supervising shares, the Company has coordinated in the matter of documents and evidence that must be presented in advance before attending the meeting to ensure the easier and faster registration process on the meeting day.

- **Meeting Invitation**

Thailand Securities Depository Company Limited, the Company's share registrar, is responsible for forwarding an invitation to attend the meeting along with supporting documents for various agendas with adequate details for decision making as well as proxy forms as prescribed by the Ministry of Commerce and Annual Registration Statement/Annual Report (Form 56-1 One Report) in the format of (QR Code) to the shareholders not less than 21 days before the date of the meeting. This is to give its shareholders and institutional investors time to study details of each agenda and to make preparation for proxy where it is not convenient to attend the meeting on one's own. In addition, the stamp duties for affixing on the proxy forms are also provided free of charge to lessen the burden of shareholders as well as for their convenience.

Furthermore, the letter of invitation to attend the 2023 Annual General Meeting of Shareholders, supporting documents and proxy forms, both Thai and English, would be posted in the Company's website (www.supalai.com) more than 28 days before the meeting, as another channel of information for shareholder such is the same information forwarded by the Company to its shareholders in documentation form. In 2023, the meeting notification would also be advertised in the newspaper for a period of 3 consecutive days - 14 days before the meeting as stipulated by the laws.

The Company always informs its shareholders in the letter of invitation to attend the meeting of their legal voting right, principle and procedure. There would not be any other agenda added without prior notice except in case of urgency arisen after forwarding the invitation letter, or upon any urgency relating to or affecting the shareholders' interest and it is necessary to propose that as a special agenda. In such case, the Company would urgently call an Extraordinary General Meeting of Shareholders which the Company Secretary will take the minutes of the meeting properly and completely of every agenda to be further examined by its shareholders.

The shareholders who wish to propose the agenda must possess the following qualifications:

1. Being the shareholder(s) of the Company which can be either one shareholder or combined shareholders.
2. Holding not less than 5 percent of the total voting rights of the Company as at the date of nomination of candidate.
3. Must hold those shares as stipulated in 2 on the date on which the Candidate is being proposed.
4. Must hold those shares as stipulated in 2 on the record date in order to determine the right of the shareholders to attend the Annual General Meeting of that year.

Please note that, if, after the Company having checked the name of the shareholder(s) on the record date (as stipulated in 4) and it appears that such shareholder(s) in 1 does not hold the shares as stipulated in 2. the Company reserves the right not to nominate the Candidate to the Annual General Meeting for consideration even though the same has been included in the notice of the Annual General Meeting.

The Nomination and Compensation Committee will screen the lists proposed by the shareholders to see whether the persons nominated are qualified or not, accordance with the criteria for Nomination of Qualified Candidate for Directorship, has announced via the company's website since September 12, 2023.

- **Shareholders' Meeting Procedures**

On the day of the Annual General Meeting of Shareholders, the Company assigned officers for implementing registration, providing advice, responding to inquiries for the convenience of shareholders and proxies attending the meeting in advance before the meeting and continuously until the meeting is completed, to ensure that the meeting is transparent and in line with the best practice of listed companies. In addition, electronic technology and barcodes are applied to AGM, E-Registration, and E-Voting program, which start from the process of preparing attendee information, meeting attendance registration, ballot printing, voting processing by agenda item, and meeting reporting to facilitate the meeting of shareholders.

The Company encourages shareholders to use voting ballots for all agenda items by preparing separate ballots for each agenda item so that shareholders can vote as they deem fit. Such ballots will be collected from the Meeting.

Before the meeting begins, the chairman would assign the Company Secretary to inform the meeting clearly of submission of inquiry and comments the voting and vote counting procedures for each agenda under the articles of association. The use of voting ballots for all agenda items is required so that shareholders can vote as they deem fit and exercise their right to clearly vote on each agenda item.

Explanation on Submission of Inquiry, Comments, voting procedures and vote counting are as follows:

- The Company used barcode system to facilitate the vote-counting process.
- The Company had set the procedure for counting votes by separating the vote counting methods of those attending the Meeting and the proxy as follows:
  - Shareholders and the proxy had the right to vote according to the number of shares held, wherein one share was equal to one vote.
  - For each agenda item, each shareholder was eligible to cast his/her votes, to either approval, disapproval or abstention from voting. Vote splitting was disallowed.
  - In case the proxy was presented at the Meeting, in which the shareholder had pre-casted the vote and the vote was counted, the proxy did not get to vote. On the other hand, if the shareholder's voting decision was unspecified or unclear, then the proxy was granted the right to make an appropriate voting decision. Regarding any disapproval or abstention to any agenda, the voter was asked to raise his/her hand. The officer would pick up the ballot from the proxy, same policy applied if the shareholder attended the session in person.
- In order for the ballots to be counted as qualified votes, the ballot should be completely marked and signed. In the case that voters wanted to make changes to the vote, it was required to cross out the original mark and signed at all time. Voting that did not comply with the mentioned criteria would be considered as void and would not be counted as part of the votes for the agenda.
- For vote-counting, the Meeting would count votes of shareholders present at the Meeting and casted the votes, as well as of those appointed proxy as recorded by the Company at the time of registration of the Meeting. There shall be 3 types of vote-counting as follows:

1) For the agenda to be approved by the majority votes of the shareholders attending the Meeting and cast their votes, the Company officer shall count only the votes of the shareholders with voting right, who voted for approval and disapproval. In the event of voting tie, the Chairman of the Meeting must exercise a tie-breaking vote.
2) For the agenda to be approved, by the vote of not less than two-thirds of the total votes of the shareholders present at the Meeting. The Company shall count the votes of approval, disapproval, abstention and voided ballot.
3) For the agenda to be approved by the vote of not less than three-fourths of the total votes of shareholders attending the Meeting and having the right to vote.
4) In case of the Meeting is closed for each agenda, Shareholders cannot vote in the past agendas.

- Shareholders would be requested to mark and sign in the voting cards indicating approval, disapproval, or abstention. The Company staff shall collect only voting cards with disapproval and abstention, in correspondence with each agenda. If the voting for each agenda has been closed, shareholders would not be able cast vote for the previous agenda. The voting cards with approval shall be collected all together after the Meeting.
- In the vote-counting process, the Company would deduct votes of the disapproval and abstention out of the total number of votes casted by the shareholders present at the Meeting. The rest shall be deemed as affirmative votes in favor of such agenda. The votes shall also be considered based on the intent stated in the letter of proxy by shareholders.
- As the counting of votes for each agenda shall be counted from the vote of shareholders attended the Meeting and with the right to vote, the numbers of shareholders and votes might not be equal, depending on the presence of shareholders at the time of cast of each agenda item.
- In case of any questions or comments, shareholders could raise their hands before the voting at the end of each agenda.
- The Company will announce the voting results of each agenda item after completing the final agenda item.

For the selection of directors, the vote would be cast individually to enable shareholders to elect the preferred directors, whereby the Company would nominate names to be voted one by one. For transparency of this agenda, every shareholder who either votes for, approve, disapprove or abstains, vote on the ballot, and the staff will collect the ballot when all directors were completely voted. Each director who is elected must receive more than half of the entire votes cast by shareholders who attend the meeting and have the right to vote.

The shareholders who attend the meeting after the beginning time are entitled to exercise their voting rights or to cast their votes for the agenda during consideration and not yet voted, and the Company attendees would also be given an opportunity to raise questions or to give opinions with reasonable time for discussion. To allow all shareholders to be adequately informed of information and details of such matters, the issues of the questions and answers would be recorded in the minutes of the meeting in order to inform the shareholders who had not attended the meeting, and the chairman would conduct the meeting according to the agendas. In addition, other agenda items that are not determined in advance must not be included in the shareholders' meeting without providing a prior notice to the shareholders.

In 2023, The Company organized the Annual General Meeting of Shareholders of 2023 on 24 April at the Convention Room, 33rd floor at Supalai Grand Tower, 1011 Rama III Road, Chong Nonsi Subdistrict, Yannawa District, Bangkok. On the meeting date, the Chairman presided over the meeting to meet and answer questions posed by shareholders regarding the management of the Company. The chairman of every Sub-Committee, Advisory of the board, Chief Accounting-Financial Officer and Company Secretary, totaling 13 persons, had attended the meeting by the concerted as follows:

| | | | |
|---|---|---|---|
| 1. | Dr.Prateep | Tangmatitham | Chairman of the Board and Chief Executive Officer |
| 2. | Mrs.Ajchara | Tangmatitham | Director and Executive Vice President |
| 3. | Mr.Tritecha | Tangmatitham | Director and Managing Director |
| 4. | Mr.Anant | Gatepithaya | Independent Director and Chairman of the Audit Committee |
| 5. | Assoc.Prof.Dr.Virach | Aphimeteetamrong | Independent Director and Chairman of the Nomination and Compensation Committee |
| 6. | Assoc.Prof.Dr.Somjai | Phagaphasvivat | Independent Director and Chairman of the Corporate Governance and Sustainability Development Committee |
| 7. | Mr.Atip | Bijanonda | Director and Chairman of the Risk Management Committee |
| 8. | Assist.Prof.Aswin | Bijayayodhin | Independent Director |
| 9. | Mr.Prasas | Tangmatitam | Director |
| 10. | Mr.Krid | Chancharoensuk | Director |
| 11. | Prof. Emeritus Dr.Sahas | Bunditkul | Advisory of the Board of Director |
| 12. | Mrs.Siriporn | Wangsapar | Assistant Managing Director and Chief Financial Officer |
| 13. | Mrs.Varunee | Lapitananuvat | Company Secretary |

Furthermore, the Company had invited 2 persons, namely Mr.Supachai Phanyawattano and Ms.Yuwadee Tantanarat, are the auditor from EY to attend since the meeting in order to listen to the opinions and answer questions raised by shareholders.

At the meeting, the Chairman of the Meeting assigned the Company Secretary to clarify the Meeting about voting procedures, vote counting, and announcement of voting results. The Company will announce the voting results after the end of agenda items. The Company also offers opportunities to shareholders who have inquiries or express opinions on the agenda can raise their hands to ask questions before voting at the end of each agenda. Regarding any matter other than the agenda, shareholders can raise questions at the end of the period, which they have equal rights and sufficient time.

- **Shareholders' Meeting**

The meeting of shareholders will be facilitated by the Company, ensuring that it does not contain any complicated procedure or limit the opportunity of those who wish to study the information of the Company. In addition, the Company shall not perform in any way that creates barriers to or hinders effective communication among shareholders. The Company shall take into account the convenience of the participants by not organizing the meeting on traditional holidays or holidays of commercial banks. Also, it shall conduct the meeting during appropriate period, that is, during 8.30 - 17.00 hours, and convenience is provided such as having the staff to provide sufficient convenience, to check documents, answer inquiries and provide duty stamps for affixing the power of attorney, while convenience is provided for the elderly and the disabled as well as security system and emergency plan for the participants.

In 2023, the Company organized the Annual General Meeting Shareholders on 24 April 2023, of which 10 directors representing 100% Presently, the Company has its registered capital in the amount of 1,955,666,261 Baht and its paid-up capital in the amount of 1,953,054,030 Baht with the par value of 1.00 baht per share. Today, there were 584 shareholders attending the Meeting in person, holding altogether 1,231,575,274 shares or equivalent to 63.0589% of all outstanding shares categorized as follows:

- Present in person totaling 66 persons, holding altogether 699,278,405 shares or equivalent to 35.8044% of all outstanding shares.
- Proxy totaling 518 persons, holding altogether 532,296,869 shares or equivalent to 27.2546% of all outstanding shares.

Therefore, the quorum was duly constituted according to the Company's Articles of Association and under the Public Limited Companies Act B.E. 2535 (1992), which requires not less than 25 shareholders presented in person or represented by proxy at the Meeting, with shareholding altogether of not less than one-third of issued shares. To conduct the Meeting transparently and in accordance with the best practices for e-Shareholder Meeting of listed companies., the Company assigned 1 volunteer, Asst. Prof. Dr. Sukulpat Khumpaisal, to participate in the vote counting at the shareholders' meeting in the vote counting area and collect the ballots signed by the above vote counting witnesses for later verification. In each agenda item of the meeting, the Company arranges vote casting and clearly records the resolutions of the meeting as to how many votes are approval, disapproval or abstention.

- **Disclosure of Results of the Meeting**

The Company had disclosed the resolutions of the Annual General Meeting with result of the vote in a letter to the Director and Manager of the Stock Exchange of Thailand and on the Company's website (www.supalai.com) within 1 day after completion of the meeting, which was on April 24, 2023 as well as the minute of the meeting with the votes for each agenda and important questions or suggestions fully recorded. The minutes of the meeting had been forwarded to the Stock Exchange of Thailand (SET), the SET's Board of Governors and relevant agencies within 14 days from the date of the meeting, that is on 8 May 2023 for the Annual General Meeting of Shareholders. The information on the meetings is available on the Company's website, and the Company had publicized VDO live of the sessions on the Company's website. (www.supalai.com) to serve interested shareholders.

- **Report on the Shareholders' Meeting**

In order for the shareholders to review meeting details within a reasonable time and to ensure equality for both Thai and foreign shareholders concerning access to the information, the Company has implemented a policy on distributing minutes of the shareholders' meeting accurately and in a comprehensive manner. Each agenda contains important information, comprising explanation of the voting procedures, the essence of agendas, resolutions and voting results (either votes for, against, or abstained), as well as questions, clarifications, and comments during the meeting in both Thai and English, including the list of directors, with names and positions provided, attending the meeting, of which in 2023, all of them had attended. Such information will be displayed on the Company's website within 14 days from the meeting date for shareholders to ensure the accuracy of the minutes' data which will be later forwarded to the Ministry of Commerce within the time prescribed by laws. In 2023, the Company publicized the minutes of the Annual General Meeting of Shareholders on May 8, 2023.

## 1.5 Rights to Receive Dividends and Share of Profits

The Company allocates profits to its shareholders in the form of dividends. The Company's dividend payment policy, the proposed interim dividend rate with reasons and information supporting consideration shall be informed to the shareholders. The 2023 Annual General Meeting of Shareholders passed the resolution to approve the 2022 net profit allocation for dividend payment totaling 1.45 baht per share.

## 1.6 The Right to Consider Remuneration for Directors

As regards remuneration for directors, the Company has complied with the policy on the criteria for considering and proposing the directors' remuneration to shareholders. Accordingly, the Nomination and Compensation Committee was appointed to consider the form and criteria for the payment of remuneration to each position of the directors. Such remuneration has been considered by taking into account the business size, business environment and economic condition in whole, overall performance that reflects and connects with the results of operations, as well as comparing with remuneration of those in the same industry at competitive and reasonable level. The Company has also proposed all forms of remuneration, i.e., monthly allowance, gratuity and meeting allowance, which will be proposed to the shareholders for approval at every Annual General Meeting of Shareholder. Neither cash nor other assets will be offered to the directors unless it is the remuneration as per the rights and entitlements on a normal basis for the position as directors of the Company (For details, see "Meeting Attendance and Remuneration Payment for Individual Directors"). The remuneration payment shall be in accordance with the Public Limited Companies Act, Section 90, which stipulates that the remuneration payment to directors must be in accordance with the resolutions of the general meeting of shareholders that consists of not less than two-third of the total votes of the shareholders present at the meeting.

The Company has publicized such a policy on its website (www.supalai.com) for the acknowledgement of both shareholders and the general public.

## 1.7 The Right to Receive Adequate Business Information in a Timely Manner

The Company has disclosed business-related information on the news system of the Stock Exchange of Thailand while also posting important information and current updates on its website (www.supalai.com). Such an effort is considered the protection of shareholders' rights beyond their legal rights.

## 1.8 The Right to Approve the Appointment of Auditors and Determination of Audit fees

The Company has set out agendas for the appointment of auditors and determination of audit fees for shareholders to approve at the general meeting of shareholders on an annual basis. Details on the names of auditors proposed, the companies to which they belong, experience and capabilities, independence issue, and audit fees will be provided sufficiently to shareholders for consideration.

## 1.9 Right to Approve Special Transactions

Shareholders of the Company are entitled to approve connected transactions or the acquisition or disposition of assets with transaction sizes as specified in relevant laws and regulations or consider and approve any other matter that has a significant impact on the Company. If the shareholders will enter into a Shareholder Agreement, the Company shall make all efforts to ensure that such Shareholder Agreement does not cause a significant impact on the Company or other shareholders.

In 2023, the Company did not violate the compliance with the regulatory authorities' guidelines regarding the prohibition of shareholders from communicating with each other or the non-disclosure of shareholder agreements that have a significant impact on the Company or other shareholders.

## 1.10 Related Party Transaction

The Company has complied with the policies on related party transaction by requiring that directors, executives management and all employees as well as employees in the subsidiaries and associated companies strictly comply with the regulations of the Stock Exchange of Thailand in every respect. When a transaction is not in accordance with normal trading conditions, an approval must be obtained from the Audit Committee and then presented to the Board of Directors for approval of the transaction. The implementing steps regarding interrelated transactions or related party transaction are as follows:

1. To consider doing related party transaction, the Company shall use the same criteria as that used with general customers and in accordance with the Company's normal lending procedures to support the company operation which must be fair and reasonable with maximum benefits to the Company. For example, if the Group requests for a loan, an interest rate charged must be the same rate applied to the third parties.
2. The evaluation of the transactions of assets or services according to the total value of consideration paid or received or book value or the market value of such assets or services, depending on whichever is higher.
3. If there are transactions between each other of the Company or the subsidiaries incurred to the person who may have a conflict of interest or stake or may have a conflict of interest in the future, the Company will require the Audit Committee's comments about the need and appropriateness of such transactions. If the Audit Committee has no expertise regarding such transactions, the Company shall arrange for an independent expert or internal auditor of the Company to provide their comment in order to support the decision making of the Board of Directors or shareholders, as the case may be.
4. If the Company has a transaction between each other or other related party transaction which are applicable to requirements of the Stock Exchange of Thailand, the Company must strictly comply with such requirements.
5. The Company is required to disclose transactions with potential conflicts of interest or related party transaction or transactions between the Company and subsidiaries according to the regulations issued by the Securities and Exchange Commission, Thailand Re: Disclosure of Information and Other Acts of Listed Companies Concerning the. Connected Transactions B.E. 2546 (2003), which disclosed in its Annual Registration Statement/Annual Reports (Form 56-1 One Report) or any other reports, as the case may be. There shall also be disclosure of related party transaction to the Stock Exchange of Thailand in accordance with the rules of the Stock Exchange of Thailand as well as items related to the Company in accordance with accounting standards which must be disclosed in the notes to the financial statements being audited by the auditor of the Company.

The directors, executives management and all employees must avoid any personal interest that will have a negative effect on the performance of work for the benefit of the Company or making it difficult to perform the task correctly and efficiently. A conflict of interest may arise in many situations. However, in performing duties, the Company’s benefit under legitimate law and ethics must be observed. The Company had completely disclosed related party transaction in its Annual Registration Statemen Annual Report (Form 56-1 One Report). Furthermore, the Company forbids its executives and employees from undertaking or participating in any business that is in competition with the Company’s business, regardless of whether such directors, executives and employees will receive either direct or indirect interests. It is clearly indicated in the Company’s Code of Conduct.

However, to conduct related party transaction or transactions with conflict of interest, the Board of Directors has laid as a policy that they must be considered and approved by the Board before proceeding. In addition, the information on names, relationship of connected persons, transaction value, reasons and the need must be disclosed in the Annual Registration Statement and Annual Report as per the rules of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, Thailand. The meeting must also be attended by the Audit Committee to ensure that the related party transaction are conducted fairly, reasonably, and with proper pricing policy, taking into consideration the maximum benefit of the Company, the Company has publicized guidelines on the website of the Company (www.supalai.com) to inform the shareholders and the general public.

In 2023, there was not connected transactions, which has violated and/or has not complied with the rules and regulation of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, Thailand. In addition, the Company had no agenda for connected transactions and reporting required to be approved by the Annual General Meeting and the Company has no business group structure that has connected transactions in the form that might have conflict of interest.

## 1.11 Proposing Meeting Agenda, Nomination of Persons to be Appointed as Directors and Raising of Questions about the Company

The Company has set rules for proposing meeting agenda, nomination of persons to be appointed as directors and raising of questions about the Company to give an opportunity for the minority shareholders to participate in monitoring the Company's operations and selection of qualified directors who can perform duties effectively for the maximum benefit of every shareholder and stakeholder of the Company. (The rules have been disclosed on the website of the Company (www.supalai.com) in the Section "Investor Relations" under the heading "Shareholder's Meeting"), For the Meeting in 2023, the Company has publicized such guidelines on the Company's website (www.supalai.com) and made an announcement on the website of the Stock Exchange of Thailand from 12 September 2023 - 13 November 2023 to invite the Company's shareholders to propose names of candidate to be appointed as directors, to propose meeting agenda and raise questions about the Company. However, no one proposed meeting agenda, names of candidate to be appointed as directors, or raised questions about the Company during such period.

## 1.12 Exercise of Voting Right

The Company gives its shareholders equal voting right, one share one vote for ordinary share, which is the only type of share issued by the Company to its shareholders. One share shall be counted as one vote, and the majority of votes shall be deemed as the resolution of the shareholders' meeting.

## 1.13 Proxy

The Company informed its shareholders in the event that they were unable to attend the meeting in person. These shareholders could appoint a proxy or an independent director nominated by the Company, who would be given rights and treated as a shareholder. The Company provided these shareholders with convenience by delivering to them a proxy form as set out by the Department of Business Development, Ministry of Commerce along with an invitation letter to the meeting in both English and Thai. This proxy form described thorough and clear details of the proxy and was delivered to the shareholders not less than 21 days prior to the meeting date. To ensure clarity and avoid inconvenience in attending the meeting of the proxies, details about the meeting, i.e., meeting schedule, agendas, including information on the procedures, documents and testimonials required for the proxy are also provided in the invitation letter. Such information was also posted on the Company's website (www.supalai.com) in the Section "Investor Relations" under the heading "Shareholder's Meeting" at least 28 days prior to the meeting. In this regard, the shareholders can request further information via phone, e-mail to the Investment Relations Section (For details, please see the Section "Investor Relations")

### 1.14 To Facilitate the Holding of a Meeting of Shareholders

To facilitate the shareholders who are foreigners, the Company has prepared all relevant documents in two languages i.e. English and Thai for Thai and foreign shareholders such as in Thailand and overseas, such as the notice of the meeting, proxy instrument, minutes of the meeting, Annual Registration Statement Annual Registration Statemen Annual Report etc., and developed the Company's website (www.supalai.com) in two languages.

The Company will send the notice of the meeting and relevant supportive documents of various agendas to the shareholders not less than 21 days prior to the meeting date and will publicize details about the meeting, the meeting schedule and the meeting agenda on the website of the Company (www.supalai.com) 28 days prior to the meeting date.

The Company did not impose any conditions or rules that needed to be certified by government offices or other regulations that caused difficulties for shareholders to appoint a proxy. To lessen the shareholders' burden of acquiring stamp duties and photocopying, the Company provided stamp duties for affixing in the proxy form at the meeting to reduce the burden of providing stamp duty. Officers were assigned to provide free photo copy services for attached documents in the registration area and check the validation of the documents. Registration is available at least 2 hours before the meeting. In addition, such officers were ready to provide advice and respond to any inquiries. Technology had been applied to shareholders' meetings by using the barcode system for rapid vote casting.

## Chapter 2: Role of Stakeholders and Business Sustainability

The Company attaches importance to the rights of every group of stakeholders such as employees, customers, shareholders, communities and society, environment, trading partners, suppliers, government agencies, the Stock Exchange of Thailand, banks and competitors. The Company has also set the Code of Conduct as ethical guidelines for business operations by taking into consideration the principle of fairness, human rights, legal respect, intellectual property rights and anti-corruption. In 2023, the Company established the privacy policy for shareholders, directors, and consultants. This includes the review of the policy on interest reporting, such as by taking into account the rights of such stakeholders according to the laws or the contract made with the Company. All directors, executives and employees including employees of the Company, subsidiaries and associated companies are required to strictly comply with such policies and such policies have been disseminated on the Company's website (www.supalai.com) in order to inform shareholders and the general public.

Furthermore, it has provided its stakeholders with a channel for expression of opinion regarding its operations or for making complaints in case of unfair treatment by the Company via Company's website (www.supalai.com).

The Company identifies its stakeholders by taking into account the stakeholders with truly significant impact to the Company's operations, i.e. the organization's activities, products, services and connecting to value chains that cause economic, social and environmental impacts on the stakeholders, not only concerning the Company, but including its subsidiaries, partners that are related parties, without any influence or inclination towards presentation only the information of the stakeholders who are in favor of or agree with the Company.

## Human Rights Principles

The Company has complied with the policy regarding human rights principles, whereby all directors, executives management and employees including employees in subsidiaries, associated companies must strictly respect the laws, the different cultures and traditions of each country in which the Company invests. The Company regards human rights principle as common practice by taking into consideration human dignity, freedom and equality of individuals, and shall not do any act and nor encourage the violation of human rights. The Company has provided a better understanding of human rights to employees in performing their duties and has not supported any activity that violates human rights.

## Human Rights Implementation Process

In addition, the Company has complied with the policy of abuse and harassment all employees shall not do any act in the manner of sexual harassment, flirting, possessing pornographic pictures, using sexual language or touching the employees of the Company or outsiders who contact the Company.

In addition, the Company has also extended its policy regarding human rights respect to cover its contractors, manufacturers and suppliers of raw materials and services pursuant to its policies regarding business operations of the manufacturers / suppliers of raw materials and services to foster fair business operations in accordance with human rights principles.

See additional details regarding respect of human rights under topic "Driving Business Towards sustainability".

## Principle of Law Compliance

The Company recognizes the importance of law, and applies laws along with morality, ethics and integrity with both internal and external stakeholders. It can be seen from the Company's quality policy which is focused on continuous quality improvement in the system planning, design, construction, sales and community management to meet the requirements of the law, professional standard, occupation and written agreements with customers and in consideration of the stakeholder interest. Such quality policy are regarded as creation of culture in the organization and attitude for employees and executives to comply with the laws. The Company has adopted the policy to monitor the business operations to be in line with relevant regulatory laws. The Legal Department is responsible for updating the list of enforced laws within the Company and follow up the progress, the consideration and drafting legislations, relating to the Company's business operations as well as verification, revision, amendment, confirmation on the updated list of enforced laws, and confirmation on law compliance of every department once a year (within September of each year). In general, Legal Department will report to the Chief Executive Officer, and/or the Board of Directors subject to nature of the case. Then it will be reported to the Management Committee, the Audit Committee and supervisors in all departments. Furthermore, the Chief Executive Officer has assigned the Internal Audit Section to be responsible for the follow-up of the result as well.

In addition, the Company also provides trainings to all employees involved whenever there is a promulgation of new laws or there is modification, amendment or revocation of laws or regulations as well as educating new employees, such as trainings and seminars held by the Legal Affairs Department, offering comments to improve rules and regulations suitable to the economic social environment through the state agencies and independent organizations such as the National Economic and Social Advisory Council, etc.

Throughout the course of business, It is apparent that the business of the Company has not only focused on the best interests of the organization but also carried out the management by adhering to the legal principles, honesty, integrity, transparency, honesty and accountability as well as paying attention to the importance and responsibility of concerned parties, both directly and indirectly, such as customers, suppliers, competitors, social, environment and local culture based on compromising principles along with the political and legal principles.

## Intellectual Property

The Company has complied with the policy on Intellectual Property by requiring that the directors, executives management and all employees as well as employees of the subsidiaries and associated companies strictly comply with such principles. Products or production procedures, findings and development, improvement or invention of products, process, procedures; or objects made, used, sold or developed by the employees relating to the work of the Company or expanded from the work of the Company shall be considered as the products or procedures of the Company. All employees have the duty to maintain the confidentiality of trade secret, namely, business information and all technical information of the Company by protecting confidential information or business partners of the Company. The obligation to protect such information shall continue even after the employees have already resigned from the Company.

Any employees who disclose any information without permission and cause damage to the Company shall be subject to penalty according to the law. All the employees shall use computer programs with the copyrights provided by the Company and shall not install and use unlicensed computer software in the Company, shall not demand, accept or use business information acquired illegally or immorally, and shall not to infringe the copyrights, patents and trademarks of others.

# Responsible to stakeholders

## Analysis of Stakeholder and Development of Operation Strategies

The Company attaches importance to the attention to and care for all groups of stakeholders both inside and outside the Company including the responsibility to the society and the environment. Accordingly, the stakeholders have been divided into 11 groups, namely, employees, customers, shareholders / investors, communities including the responsibilities towards the society and the environment, trading partners / suppliers, government agencies, SET, banks and competitors. whereby the criteria on connection has been taken into consideration.

## Criteria for Stakeholder Identification

The Company has categorized its stakeholders into 2 major groups as follows:

- **Primary Stakeholders** are those who are directly involved with the business, receiving direct interest or effect from the business operations, i.e. employees, customers, vendors and suppliers, shareholders, communities and society, environment, contractors, banks and competitors in the same business.
- **Secondary Stakeholders** are those who are indirectly involved with the business, receiving indirect interest or effect from the business operations, i.e. Stock Exchange of Thailand and government agencies.

Due to a wide variety of stakeholders, the Company has arranged various tools and channels to look for the needs and expectations of each group of stakeholders, as well as to exchange opinions for further development by the Company, such as:

- **Stakeholder Feedback Forum**

In 2023, the Risk Management Committee held a forum to listen to opinions with executives of financial institutions and mass communication, including Government Savings Bank, Kasikorn Bank Public Company Limited, Siam Commercial Bank Public Company Limited, Prachachat Business, and Art 4 Deco Co., Ltd. to listen to information and suggestions of stakeholders on perspectives of product image, services, good governance, sustainability, corporate image development and risk assessment, including stakeholder expectations. Such suggestions shall be adopted to improve the Company's operations to be sustainable and grow together.

## Crisis Management

The Company takes actions for emergency response.

The Company prepares the Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) and provides annual reviews to prevent, monitor and prepare for potential crises completely and promptly from the beginning to the end of the process, including:

- In case of flooding at the construction project
- In case of an accident at a construction project
- In case of Data Loss on Cloud Computing
- In case of crisis at the construction project (floods, storms, earthquake, fire, riot/protest, epidemics, war/terrorism)
- In case of crisis at the head office (floods, storms, earthquake, fire, riot/protest, epidemics, war/terrorism)

Close monitoring of the situation and reporting to management is required.

The Company improves its operations to respond appropriately and continuously to the expectations of all stakeholders from the following tools and channels:

- Expressing opinions of customers, business partners, and employees through comment box.
- Expressing opinions at shareholders' meetings where shareholders can inquire information and provide feedback on the Company's products, services and operations in various aspects.
- Senior executives and Human Resources Department visit employees at head office and project sites to oversee the well-being of daily life and operations.

As a result, the business grows sustainably on the basis of engagement and good governance principles. Details of demand response, expectations of stakeholders, and communication channels to stakeholders are disclosed on the topic of Driving Business Towards Sustainability.

## Analysis of Economic, Social and Environmental Trends and Changes

The Company has used data from analysis of economic, social and environmental trends and changes in considering the matters that are important to the Company's operations, such as the preparation of action plans, directions, Company's strategy, and risk and likelihood assessment, which may affect the stakeholders and significantly affect economies, society and environment. However, the level of implementation of the Company starts from complying with relevant laws and regulations, ensuring that the impacts from its operations would not cause problems to the community, neighboring areas, or the society affected from its business operation. It has also given chance for the community and society to play a part in its operations, created shared value between the business and the society, as well as having laid down guidelines and conduct operations towards sustainability. Thus, it is in line with the sustainability development plan in developing business towards Creating Shared Value.

## Management Guideline

The elements of management guidelines are as follows:

1. Vision the Company defines its vision Leader in sustainable real estate development with contribution to social and environmental improvement, which has arisen from the awareness to create sustainable development of the organization.
2. Strategic objectives: the Company defines its management philosophy as; To develop quality society of "Supalai People", the Company sets out a firm commitment in creating quality housing, continuing product development, developing a society of warmth and safety, developing good services in professional manner for customer satisfaction by adhering to its management philosophy.
3. Key performance indicators: criteria have been put in place to indicate that something has impact on operation results, the Company has defined reasonable indicators that can provide clear, non-complicated information that is measurable and proper to the organization.
4. The Company has reviewed its activities relating to stakeholders to ensure that they are in accordance with the objectives and key performance indicators, business nature, business size, and readiness of the organization.
5. There has been review of the relationship between activities and strategic objectives by ensuring that the activities conducted can respond to the strategic objectives for efficiency in performing its social and environmental activities.
6. Action has been taken for CSR-in-process and CSR-after-process with budgets allocated by the Company, pressing forward various activities, including participation by employees and stakeholders.

In this regard, the Company has defined the scope and format of operations in each issue for each group of stakeholders as follows:

## A) Employees

The Company has always recognized that employees at all levels are a valuable resource of the Company, so it has complied with the policy on treatment of employees, the policy on remuneration and welfare, and the policy on employee development. The Company supervises and treats employees fairly without discrimination to ensure that employees have a good quality of life and also takes care of employees' families in the case of emergency and necessity, including employment, termination of employment, fair and equal remuneration

compared with the same type of business groups and in line with the Company's short-term operating results, depending on profitability each year. This includes appointment, transfer, training, orientation of new employees, employee development, welfare, surveys on employees' opinions towards the Company, and emphasis on creating a good and safe work environment. In addition, the Company encourages employees to demonstrate their potential to engage in the sustainable development of the organization.

**For the year 2023,**

**the Company had 3 persons with disabilities working for the Company,**

**2 male**

**1 female**

The additional contributions were completely submitted to the Department of Empowerment of Persons with Disabilities within the deadline. The Company complies with the Empowerment of Persons with Disabilities Act, B.E. 2550 (2007) and creates savings guarantees upon retirement, including tax benefits. Therefore, there is a voluntary provident fund welfare. In addition, there are training courses that are suitable for the job position level in an online form (Supalai Beyond Training).

The Company publishes policies to all employees on its website (www.supalai.com) and intranet (Corporate Governance & Quality System section). Please see details on the section of Driving Business Towards Sustainability), sub-section of "Analysis of Stakeholders in Value Chain of Business," "Development of Capacity of Employees and Workers", "Respect for Human Rights and Equitable Treatment of Labor" and " Occupational Safety, Health and Environment".

## B) Customers

The Company has committed to comply with the policy on treatment of customers, and requires that the directors, executives and all employees as well as employees of the subsidiaries and associated companies to strictly comply with such policy in order to focus on the development of customer's satisfaction and confidence and is committed to treat customers with integrity, honesty and fairness on the basis of a fair return to both parties, while delivering a quality product at a fair price as well as aiming to provide, develop and produce quality products and good services to meet customers' demand with regular evaluation and improvement of the potential impact on customers. The Company also controls and ensures that its product has the quality that is up to the standards and requirements of the Consumer Protection Act or other relevant laws, such as policy on personal information protection, etc. This is to facilitate customers efficiently. The Company provides :

- Channel 1720 is a system to manage customer complaints, receive repair requests, report problems, and provide housing advice to residents who are under warranty.
- SUPALAI SABAI APPLICATION, Application for residence management, improving integrated living which helps Supalai's residents live more comfortably in their houses. This Application is the center of information relating to houses or condominiums chosen by residents, which can help the residents understand and access houses easily from the process, where customers can check house and condominium unit information, track repair status and payment, which are after - sales service to the customers. According to the concept of "Making every matter of house simple"
- SUPALAI CARE is a channel to provide advice and consultation on house and condominium issues as if there is a 24-hour personal assistant on LINE OA "SUPALAI CARE". Residents can conveniently, quickly, easily, and practically solve basic problems by themselves because Supalai cares about you and your feeling in every problem.

However, such policy has been disseminated to customers through the Company's website (www.supalai.com). More detailed information on practices can be found under topic "Driving Business Towards Sustainability"

## C) Suppliers

The Company has committed to comply with the policy on treatment of trading Partners, it has the policy to treat its contractors, suppliers and banks creditors equally with fairness, whereby directors, executives and all employees as well as employees in the subsidiaries and the associated companies are required to strictly comply with such policy, by taking into account the best interests of the Company, while focusing on fair returns to both parties by avoiding situations that cause a conflict of interest. It shall also comply with contractual obligations by providing accurate information and correct reports. Any negotiation to solve problems and find solutions shall be based on the business relationship. The Company has supported the construction contractors on a continual basis to boost the morale and to encourage them to create quality work products.

The Company has committed to comply with the policy on treatment of creditors, whereby directors, executives management and all employees as well as employees in the subsidiaries and the associated companies are required to strictly comply with such policy. The Company is committed to conducting business in a fair manner in order to create trust among creditors. The Company is committed to maintaining a sustainable relationship and mutual trust with the creditors. The Company is committed to strict compliance with the conditions of the creditors regardless of whether it is the objective in spending the money, repayment, maintaining of quality of collaterals and any other agreed matters made with the creditors in order to achieve mutual benefits. In the case of non-compliance with any of the conditions, it shall inform the creditors promptly in order to jointly solve the problems by applying reasonable principles. The Company shall not do any dishonest act against the creditors. The Company treats its counterparties/creditors as follows:

- The Company strictly complies with various agreements and conditions. In the event where the Company cannot fulfill any one of the conditions, it will inform the creditors promptly in order to jointly find a solution based on rationality.
- The Company shall not do any dishonest act against the creditors.
- The Company strictly follows the conditions made by its creditors, regardless of whether it is about the spending objectives, repayments, maintaining of quality of collateral, guarantee conditions, capital management, payments for goods, and any other matters agreed with its creditors in order to achieve mutual benefits.
- The Company shall not provide cooperation or support to persons or organizations which conduct illegal business or business that poses a threat to the society and national security.
- The Company is committed to maintaining a sustainable relationship with creditors and trusting each other.
- The Company treats its trading partners equally and fairly on the basis of fair returns to both parties.
- The Company shall not demand, receive, and pay any benefits that are dishonest in trading with business partners. If any dishonest demand, receipt, or payment of benefits is found, the details must be disclosed to business partners and the problems must be jointly resolved fairly and quickly.

- The Company establishes the transparent, fair and non-discriminatory criteria for selection if business partners. Such criteria are periodically reviewed. There is the evaluation for business partners and the preparation of contracts in accordance with agreements.
- The Company establishes the management and monitoring system to ensure the strict compliance with the terms of the contract and the prevention of corruption at all stages. If the Company fails to comply with any terms, business partners must be informed promptly in advance in order to jointly consider and find solutions based on the principle of reasonableness.
- The Company has measures for examination and screening of trading partners, such as contractors and subcontractors while providing supports to trading partners who conduct fair business with no violations of human rights and recognize social responsibility.
- The Company does not cooperate with or support any person or business partner who operates illegal business or poses a threat to society and national security.
- The Company is committed to maintaining sustainable relationships with business partners and trusting each other.
- The Company promotes the competency and capability of business partners by providing cooperation in the development of products, services or innovations which are beneficial to business operations in accordance with the principles of sustainable development with social and environmental responsibility.
- The Company adheres to fair contractual practices with its suppliers, follows the established anti-corruption measures, respects the rights to property or ownership of suppliers, does not exploit them and encourage them to join in social responsibility activities with the Company.
- The Company conducts fair business competitions, does not practice bullying, discouraging or taking any action that does not ensure fair competition which is prohibited by law and code of conduct.

The Company has informed its trading partners of such policies and disseminated them on the Company's website: www.supalai.com

## D) Shareholders/Investors

The Company places emphasis on the quality and sustainable business growth. Thus, it has conducted business with integrity, transparency, aiming to provide good services for customers' satisfaction, which will result in value adding and maximum returns to its shareholders in the long run. Emphasizing on the equality of major and minor shareholders.

The Company complies with a policy on equal treatment of both major and small shareholders by respecting their rights, and treat all of them equally, while operating business with honesty, integrity and transparency. The Company also manages its business to grow on a stable basis for sustainable benefits of shareholders by carrying out efficient operation with good business performance, while disclosing information to shareholders appropriately, completely with standards under legal framework, ethical principles and good corporate governance practice.

See additional details regarding respect of human rights under topic "Driving Business Towards sustainability".

## E) Community, Society

The Company has committed to comply with the policy on social and practices, including community, whereby directors, executives management and all employees as well as employees in the subsidiaries and the associated companies are required to strictly comply with such policy. The Company is committed and attaches importance to business operations with the responsibility towards communities, society and the environment in order to achieve sustainable development in terms of economic, social and environmental aspects by taking into account interest of related stakeholders in the project area as well as the society in general. This is to return benefits to the community, the society and the environment on a sustainable basis.

More detailed information on practices can be found under topic "Driving Business Towards Sustainability"

## F) Environment

As regards the use of resources, the Company has also observed the policy on efficient use of resources and the policy on environmental and practices, whereby the directors, executives management and all employees including employees of the subsidiaries and associated companies are required to strictly observe this policy as currently, natural resources are diminishing; the Company, therefore, focuses on raising awareness of the employees to make the most effective use of resources in order to further create the habit and apply at home. This by-product is also expected to result in more efficient use of resources at national level. Such good habit would be passed on to the younger generations and be a role model for the future. This habit will lead to the concept of "thinking before using" and will further help create the saving habit. It also provides knowledge on the environment, health and safety to the employees and the general public in order to be applied at the office and extended to the outsiders. The topics of the trainings dissemination of recommendations on Thailand's role and operational approach in the context of climate change cooperation in the ASEAN region, "Guidelines for consideration of environmental impact assessment reports for the expert committee to consider the environmental impact assessment report on waste and hazardous waste management, etc. More detailed information on practices use of resources can be found under topic "Driving Business Towards Sustainability"

The Company and its subsidiaries have not been investigated or under investigation by any authorities regarding the practices of the Company or its subsidiaries, in respect of any violation of social and environmental laws. It has also never taken part in or been accused of undertaking business in such a way that create adverse effect on the society and the environment, either in the news published in the media or in the case that might significantly affect business operations, reputation, or trustworthiness of the Company or its subsidiaries.

In 2023, employees of the Company and its subsidiaries were encouraged to attend in-house and external seminars and training. Details were as follows:

- **In-house Training Courses**
  1. ESG (Environment, Social and Corporate Governance)
- **External Training Courses**
  1. Certificate in ESG Management (C-ESG): Sustainable Business Development Practitioner Certificate Program
  2. Climate Change Measurement & Management
  3. Say No Paper and TSD X Care the Bear
  4. CF-hotels platform: Attending the workshop on greenhouse gas reduction data collection

5. Building knowledge and awareness to promote the implementation of environmental quality management plans
6. Air Quality Impact Assessment Data Monitoring Techniques
7. Public participation in the process of preparing an environmental impact assessment report

## Safety, Occupational health and Environment in Working

As regards safety, the Company has complied with the policy on safety, occupational health and environment in working, whereby the directors, executives management and all employees including employees of the subsidiaries and associated companies have strictly complied with such policy. Having attached importance to the safety, occupational health and environment in working, the Company is committed to improve its operations in terms of safety, occupational health and environment on a continual basis. Activities on safety in working have been encouraged and supported, while monitoring and evaluating the policy implementation for maximum efficiency.

The Company has set up the Committee on Safety, Occupational Health and Workplace Environment in accordance with the Notification of the Ministry of Labor and Social Welfare, Re: Committee on Safety, Occupational Health and Workplace Environment. More details on activities regarding occupational health, safety and working environment can be found under topic "Driving Business Towards Sustainability".

In addition, the Company had reported the statistics on accidents in the report of professional level of the work safety officer in accordance with the Notification of the Ministry of Labor and Social Welfare, Re: Work Safety of Employees, which done on quarterly basis. More detailed information can be found under topic "Driving Business Towards Sustainability"

### G) Government Agencies

The Company has complied with the laws while operating according to international standards and strictly reported on such compliance, be it the tax payment and other expenses according to the regulations and rules prescribed by the state sector, and provided cooperation and support in implementing the state policies for the benefits of the country. It is also committed to carry out projects beneficial to the public, either being assigned by the state sector or initiated by the Company itself.

The Company has established channels of communications for stakeholders to communicate and provide suggestions and information beneficial to the Company's business operation, or to directly submit complaints to the Audit Committee in case of malpractices. Such information or complaints shall be kept confidential in order to protect informants or whistleblowers and maintain confidentiality of the complainants as the access to this kind of information would be restricted to only responsible persons to examine the complaint issues, and only independent directors shall consider, give instructions and report to the Board of Directors. via the channel 1720.

### H) Competitors

The Company has committed to comply with the policy on Treatment off Competitors, whereby directors, executives and all employees as well as employees in the subsidiaries and the associated companies are required to strictly comply with such policy.

- The Company treats the competitors according to the rules of decorum and fair competition.
- The Company shall not seek confidential information of trading competitors by fraudulent, dishonest, inappropriate, immoral or illegal acts.
- The Company shall not intentionally do any act to discredit trading competitors by any allegations, defamation, causing disgrace or using any tactics against the trading competitors without grounds.

- The Company shall not do any act in violation of intellectual property rights and copyrighted works of others or trading competitors.
- The Company shall not treat competitors by means of monopoly by requiring trading partners to trade with the Company only.

In 2023, the Company had never had any dispute regarding trading competitors. Such policy has been publicized on the website of the Company (www.supalai.com).

### I) The Stock Exchange of Thailand

The Company operates with transparency in accordance with a good corporate governance by strictly complying to the regulations of the Stock Exchange of Thailand. More detailed information can be found under topic "Driving Business Towards Sustainability".

## Chapter 3: Disclosure and Transparency

The Company has a policy to disclose the information to the investors and all groups of stakeholders equally by disclosing accurate, complete and transparent information in a timely manner. Such information includes the information on finance, results of operations, future directions of business operations and other information. Thai disclosure will allow in order that the shareholders and all groups of stakeholders to be able to access to the Company's information conveniently, promptly and in a timely manner and support investment decisions through the channels and publications of the Stock Exchange of Thailand, press conference, meeting with analysts, Annual Registration Statements/Annual Reports (Form 56-1 One Report) as well as the Company's website, which is available in Thai and English versions.

### 3.1 Shareholding Structure

The Company has clearly disclosed the structure of shareholders with most updated information so that the users of the information are able to access to the accurate information of the Company by presenting details of the structures of the major shareholders and the proportion of the small shareholders. In addition, the Company doesn't allow one company and two other companies or more to hold each other's shares to take advantage of business clusters or to create structures of the group of companies. e.g., cross holding or pyramid holding", "or for the structure of the Company Group (For details, see "Diagram showing the Company Group's shareholding structure").

### 3.2 Report on Direct and indirect holding of Securities of Directors and Executives Management

The Company has a regulatory practice on the prevention of the insider trading by requiring that its directors and executives submit the list of their securities holding including those of their spouses, children who are minors and related persons and report on changes of the list to the Office of the Securities and Exchange Commission, Thailand within 3 days from the date of purchase, selling, transferring or receiving the transfer of the securities. This is to comply with Section 59 of the Securities and Exchange Act B.E. 2535(1992) The directors and executives are also prohibited from buying and selling of the Company's securities one month prior to disclosure of financial statements to the public and forward the report on selling and buying of Company's shares to the Company Secretary to keep as evidence.

In 2023, the Company arranges to prepare a report on direct and indirect securities holdings of the directors and executives and also changes in securities holdings of the first 4 directors and senior executives at to the Board of Directors' meetings for acknowledgement 4 times in January, April, July and October. The details are as follows:

## Report on Holding of Securities of Directors and Executives as of 31 December 2023

| Name | Amount of Ordinary Shares (Shares) | | | |
|---|---|---|---|---|
| | As of 31 December 2022 | Acquired during year 2023 | Disposed during year 2023 | As of 31 December 2023 |
| 1. Dr.Prateep Tangmatitham | 561,975,455 | 14,604,100 | - | 576,579,555 |
| Spouse and/or Underage Children | 123,773,850 | 160,000 | - | 123,933,850 |
| 2. Mrs.Ajchara Tangmatitham | 123,773,850 | 160,000 | - | 123,933,850 |
| Spouse and/or Underage Children | 561,975,455 | 14,604,100 | - | 576,579,555 |
| 3. Mr.Tritecha Tangmatitham | 2,189,100 | - | - | 2,189,100 |
| Spouse and/or Underage Children | - | - | - | - |
| 4. Mr.Anant Gatepithaya | 2,300 | - | - | 2,300 |
| Spouse and/or Underage Children | - | - | - | - |
| 5. Assoc.Prof.Dr.Virach Aphimeteetamrong | 2,791,632 | - | - | 2,791,632 |
| Spouse and/or Underage Children | - | - | - | - |
| 6. Assoc.Prof.Dr.Somjai Phagaphasvivat | 2,300 | - | - | 2,300 |
| Spouse and/or Underage Children | - | - | - | - |
| 7. Assist.Prof.Aswin Bijayayodhin | 2,300 | - | - | 2,300 |
| Spouse and/or Underage Children | - | - | - | - |
| 8. Mr.Atip Bijanonda | 7,696,175 | - | - | 7,696,175 |
| Spouse and/or Underage Children | - | - | - | - |
| 9. Mr.Prasas Tangmatitam | - | - | - | - |
| Spouse and/or Underage Children | - | - | - | - |
| 10. Mr.Krid Chancharoensuk | 9,600 | - | - | 9,600 |
| Spouse and/or Underage Children | - | - | - | - |
| 11. Mrs.Varunee Lapitananuvat | 18,300 | - | - | 18,300 |
| Spouse and/or Underage Children | - | - | - | - |
| 12. Mr.Kittipong Sirilaktrakun | 18,300 | - | - | 18,300 |
| Spouse and/or Underage Children | 646,716 | - | - | 646,716 |
| 13. Mr.Boonchai Chaiananbovorn | 18,300 | - | - | 18,300 |
| Spouse and/or Underage Children | - | - | - | - |
| 14. Mrs.Siriporn Wangsapar | 10,900 | - | - | 10,900 |
| Spouse and/or Underage Children | - | - | - | - |

## 3.3 Report on Vested Interest

The Company has complied with the policy on interest reporting. The company requires directors and executives to report their interests or those of related persons whose interests relate to the management of the Company or its subsidiaries to the Company. This is to allow the Company to have information to support its operations under the requirements relating to connected transactions. Such transaction may cause a conflict of interest and lead to the transfer of interests of the Company and its subsidiaries. In addition, directors and executives must perform fiduciary duties. They shall make decision without direct or indirect interests. As a result, information in such report is useful for monitoring the directors and executives to perform their duties in accordance with such principles, which is based on the Notification of the Capital Market Supervisory Board No. ThorJor 2/2552, Re: Reporting of Interests of Directors, Executives and Related Persons.

To acknowledge which connected transactions are considered to be connected transactions in determining the information of directors and executives required to report based on the Securities and Exchange Act B.E. 2534 (1991) as amended B.E. 2562 (2019) (Section 89/12), it stipulates that the Securities and Exchange Commission, Thailand (SEC) shall determine the details and supervise the connected transactions of the listed companies. Accordingly, the SEC refers to the use of definitions in accordance with the Notification of the Capital Market Supervisory Board No. ThorJor 21/2551, Re: Rules on Connected Transactions.

Additionally, ThorJor 21/2551, Article 3, stipulates that the transaction between the Company or its subsidiaries and the directors, executives or related persons of the Company pursuant to Article 89/12 (Transactions of directors, executives or related persons holding shares of shares or having interests, directly or indirectly: Refer to sections relating to connected transactions) and Section 89/13 (Disclosure of the relationship between the transaction and the Company's ordinary business: Refer to only sections relating to connected transactions) requires the Company to comply with the Notification of the Securities and Exchange Commission, Thailand mutatis mutandis. It also requires listed companies to comply with the rules set by the Stock Exchange of Thailand mutatis mutandis.

Accordingly, regarding definitions, the Company refers to the relevant notifications as follows:

1) Securities and Exchange Act (Section 89/12)
2) Notification of the Capital Market Supervisory Board No. ThorJor. 21/2551, Re: Rules on Connected Transactions
3) Circular No. SEC.Chor. (Wor) 38/2551, Re: Instructions for Compliance with Section 89/12 (1) of the Securities and Exchange Act (No. 4) B.E. 2551 (2008)
4) Notification of the Securities and Exchange, Thailand, Re: Disclosure of information and Other Acts of Listed Companies Concerning Connected Transactions B.E. 2546 (2003)

Such report shall constitute information to support the Company's operations according to the requirement regarding related party transaction, which may cause conflict of interest and lead to the siphoning of interest of the Company and its subsidiaries. The directors and executives must also perform their duties with care and honesty and they shall make decision on the Company's matters without vested interest either directly or indirectly. The information in such report is, therefore, beneficial in monitoring and ensuring that the directors and executives perform their duties in accordance with such principles.

## Reporting

1. The directors and the executives are required to report to the Company their own stake, or those of their related persons in case of stake related to the management of business of the Company or its subsidiaries by filling in Form for Reporting on Stake of Directors and Executives.
   - **First report:** Reporting by the 15th of the following month from the date on which the transaction of interest is made
   - **Report on changes in interest information:** Reporting without delay within 3 business days from the date on which information is changed by specifying the ordinal number of such change
2. Directors and executives submit a report on their interests or those of related persons to the Company Secretary immediately or within the specified period.
3. The Company Secretary shall perform the following operations:
   - Submitting a copy of the report on interest under Section 89/14 to the Chairman of the Board of Directors and the Chairman of the Audit Committee within 7 business days from the date on which the Company has received such report
   - Retaining the report on interests reported by directors and executives to the Company
   - Disclosing the interests of directors and executives in the Annual Registration Statement/Annual Report (Form 56-1 One Report)

In 2023, there was no director, executive and related person having vested interest that may cause conflicts of interest.

## 3.4 Diversification of Communication Channels

For the disclosure of key information, the Company had done via various channels and the media on consistency basis to enable its shareholders and stakeholders to be informed entirely. The channels for dissemination are as follows:

The Stock Exchange of Thailand

1) Annual Registration Statement / Annual Report (Form 56-1 One Report)
2) Financial Statement
3) Operational Results Report on a quarterly basis
4) Resolution of the Board and others

The Securities and Exchange Commission, Thailand

Ministry of Commerce

Television

Press Release

The Company's website (www.supalai.com) in Thai and English Version

Document delivery notify shareholders by postal mail

Investor Relations (contact 0-2725-8888 Ext. 82204 or e-mail: ir_spali@supalai.com)

In 2023, the Company disclosed the financial information, explanation on financial position analysis and operational results (Management Discussion and Analysis) including reports on information and important decision making to the Office of Securities and Exchange Commission and the Stock Exchange of Thailand and the shareholders regularly on a quarterly and an annual basis via the news system of the Stock Exchange of Thailand, while also disseminating information through the website of the Company in both Thai and English.

The financial statements of the Company had no qualified opinions from the auditors. The Company has no record of delays in submitting the quarterly and annual financial reports and has no notification from external regulatory organizations to correct the financial statements.

Besides, the Company publicized the invitation letters for shareholders' ordinary meetings supporting documents of the meetings, minutes of the latest shareholders' ordinary meeting and annual reports on the Company's website that can be easily downloaded. The Company also publicized the Annual Registration Statement / Annual Report (Form 56-1 One Report) within 120 days after the end of the fiscal year.

## 3.5 Investor Relations

The Board of Directors of the Company is well aware of its mission and duty to treat all shareholders equally by ensuring that the disclosure, both financial and non-financial information, is made correctly, fully, adequately, reliably and in a timely manner so the shareholders can receive information on an equitable basis as required by laws, relevant organizations and government agencies. The Investor Relations Department under Accounting and Finance Department is the Company's representative in communicating and supervising general investors, securities analysts, and shareholders. Information will be disseminated via various channels, ranging from the mass media, website, telephone, the Stock Exchange of Thailand, the Securities and Exchange Commission, Thailand.

Before making any disclosure via various channels, in normal and urgent cases, it must be firstly considered by the Board of Directors for correctness, completeness, adequacy of information, before forwarding to the Stock Exchange of Thailand. Once forwarded to the Stock Exchange of Thailand, the financial statements will be disseminated via IR Website at www.supalai.com and www.shareinvestor.com.

The Company has taken proactive action by going out to visit analysts and investors, joining by its Managing Director and executives responsible for accounting and finance to give clarification and opportunity for investors, analysts, as well as those interested to make inquiry. There was also disclosure of information to the public, e.g. Annual Registration Statement / Annual Report (Form 56-1 One Report) information presented on the day of meeting with investors, etc., to ensure full compliance with relevant regulations. Furthermore, the Company had provided information and disseminated its operation results to investors, shareholders and those concerned on quarterly basis. There were press conferences and disclosure of information to the Stock Exchange of Thailand.

The Company established Investor Relations Department not only to communicate with the general investors, securities analysts, shareholders, being a center for disclosing important information, to the investors, but also to take care of the process of financial reports to equally reveal to the investors both in the country and overseas the results of the Company's operation, the trend of the revenue and future project development on a regular basis with complete and true information. The dissemination of information has been made at appropriate time through various channels including the media, website, telephone calls, the Stock Exchange of Thailand and the Office of Securities and Exchange Commission, Thailand.

| Activities | Times | | |
|---|---|---|---|
| | 2021 | 2022 | 2023 |
| Analyst Meeting | 4 | 4 | 4 |
| Credit Rating Review | 1 | 1 | 1 |
| Company Visit | - | 9 | 10 |
| Opportunity Day/Thailand Focus | 2 | 3 | 3 |
| Conference Call | 28 | 14 | 12 |
| Arranging the meeting of institutional investors and executives and visiting businesses | 4 | 3 | 3 |

In addition, the Company has prepared the calendar of its activities in advance to disseminate information that is useful to investors, shareholders, analysts and the general public. The Company also revealed the operational results to the analysts, financial institutional investors, financial institutions and the media after every quarter and also held press conferences and disclosure of information to the Stock Exchange of Thailand to ensure that the Company has been completely in compliance with regulations stipulated in related laws. For investors and related persons who have queries and need more information, they can contact the Investor Relations Department of Supalai Public Company Limited, telephone 0-2725-8888 ext. 82204, e-mail: ir_spali@supalai.com or via Company's website (www.supalai.com).

The Company has publicized the Investor Relations' Code of Conduct in the Company's website, www.supalai.com both in Thai and English. In 2023, the Company presented the results of operations to analysts, investors and financial institutional investors, financial institutions and the media as planned.

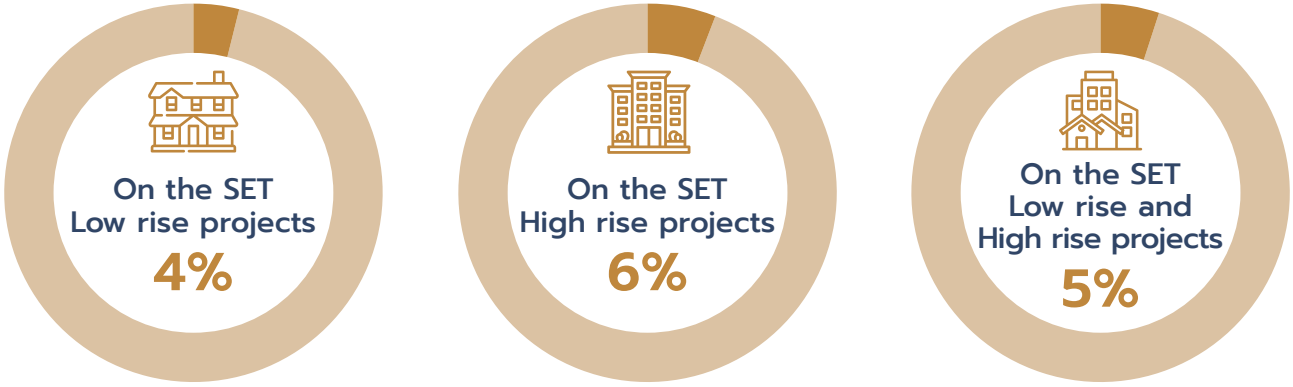
## 3.6 Market Share

The Company has a ratio of sales to the total sales made by the group of listed companies in the year 2023 as summarized below;

- For the group of low rise projects, the Company has a market share of approximately 4%
- For the group of high rise projects, the Company has a market share of approximately 6%

The Company's total market share amounts to approximately 5% of the entire shares achieved by the group of listed companies, details of which are illustrated below:

**Ratio the Company's sales to the total sales of the group of real estate on business operating in Bangkok and Metropolitan area**




Source : AGENCY FOR REAL ESTATE AFFAIRS : AREA

# Chapter 4: Board Responsibilities

## 4.1 Leadership and Visions

The Board of Directors defines a vision to be "a leader in sustainable real estate development by contributing to social and environmental development" and a mission to "continuously create and develop innovative products and services for good operating results by taking into account the benefits of stakeholders, society, environment and good governance." Therefore, all types of housing (single-detached houses, semi-detached houses, townhomes and condominiums) are being developed to diversify risks and create growth potential. In addition, it is the company that develops energy-efficient houses by paying attention to utilization, placement of various activity areas, materials, equipment and house designs. It also recognizes that energy and natural resources are running out. Therefore, we have used both science and art principles to develop designs and build houses that use energy efficiently and provide maximum benefits to residents to satisfy customers.

In 2023, the Board of Directors' Meeting No. 12/2022, held on December 13, 2022, considered and reviewed the vision and mission to be consistent with goals and business strategy as well as monitored the implementation of such matters and ensured that the Management performed operations according to the established policies and action plans efficiently and effectively.

## 4.2 Holding Position of Director in Other Companies by Chief Executive Office of the Executive Committee and the Deputy Managing Director

The Company complies with a policy on restriction of number of director positions in other companies that the Chief Executive Officer and the Deputy Managing Director can take. Such policy has been publicized on the Company's Website, www.supalai.com. If the Chief Executive Officer and the Deputy Managing Director take too many director positions in other companies may affect the performance of duties for the Company. The Company's Board of Directors has, therefore, established the policy on holding of position of director in other companies by the Chief Executive Office of the Executive Committee and the Deputy Managing Director for maximum benefit of the Company in order for them to devote more time to perform their duties effectively follows:

1. The Chief Executive Office of the Executive Committee and the Deputy Managing Director can hold positions in Supalai Public Company Limited and its subsidiaries and associated companies.
2. To be a director in other companies, of which the business is similar to or competitive with the business of the Company, a request must be submitted for opinion of the Audit Committee prior to submission for approval by the Board of Directors and the shareholders respectively before being appointed to such position.
3. The holding of position of director in any organization other than specified in Clauses 1 and 2, which when combined is more than 5 places, must be approved by the Board of Directors' meeting before being appointed to such position.

In 2023, the President and the Deputy Managing Director of the Company strictly complied with the policy on the limitation of directorship in other companies (for details, please see Section: Board of Directors).

## 4.3 Orientation for New Directors

The Company is well aware of the importance of duty performing of new directors, it has, therefore, defined guideline regarding preparation for duty performing of directors to enable new directors to know the Company's expectations of their roles, duties, responsibilities, policies, businesses and corporate governance practice. These include enabling them understand about the Company's business and operation, as well as to visit its business units for being prepared to perform the duty of director promptly follows:

1) Coordinate in providing of the Company's data in legal area and others to the Board of Directors.
2) Submit "Directors Guidebook" to new directors, the guidebook contains the Company's information and relevant crucial laws which will be useful for members of the Board of Directors. The Company Secretary is responsible for coordinating to deliver this guidebook to the Board of Directors. Contents of the guidebook are as follows.
    1. Articles of Association of the Company.
    2. Objectives of the Company.
    3. Affidavit of the Company.
    4. Public Limited Companies Act.
    5. Securities and Exchange Act.
    6. Guidebook for Directors of Listed Companies.
    7. Charter of the Board of Directors and Charter for Sub-Committees.
    8. Code of Conduct of the Board of Directors.
    9. Guidebook for good corporate governance, and other polices of the Company.
3) Arrange meetings with the Chairman, Board of Directors, committees and executives to make them informed of the Company's business operation for using as their principles in performing duty. The presentation is made as a whole picture and in details under the following topics:
    1. The Company's vision mission and company's background
    2. Strategy and goals

3. Management structure
4. Operating data and Company's activities
5. Roles, duties and responsibilities of directors
6. Good corporate governance policy
7. Summary profiles of other directors and executives management
8. Qualifications and remuneration of directors

The Board of Directors assigned the Company Secretary to hand over "Director's Handbook" to newly appointed directors and Advisory of the board. The Company also organized an orientation course for the new directors on topics relevant to the Company such as the Company's business, operational plans, goals, visions and mission, structure of the Company and shareholding, managing operation, roles and duties as well as responsibilities of the Board of Directors, philosophy and ethics as well as business code of conduct of directors, executives and the employees, good corporate governance, corporate social responsibility, the corporate governance policy. The Company also arranged various project site visits for the directors. In 2023, the Company have no newly appointed. In addition, the Company collects and updates information on handbook for directors that are useful to the Board of Directors in terms of performing their duties in accordance with Fiduciary Duty principles. They are submitted to the Board of Directors and the Company's advisors for acknowledgement through the QR Code provided by the Company. The directors have consented to the Company's collection, processing, and disclosure of information of directors and related persons/close relatives of directors. The handbook for directors includes:

Part 1 Requirements of the Board of Directors and Sub-Committees

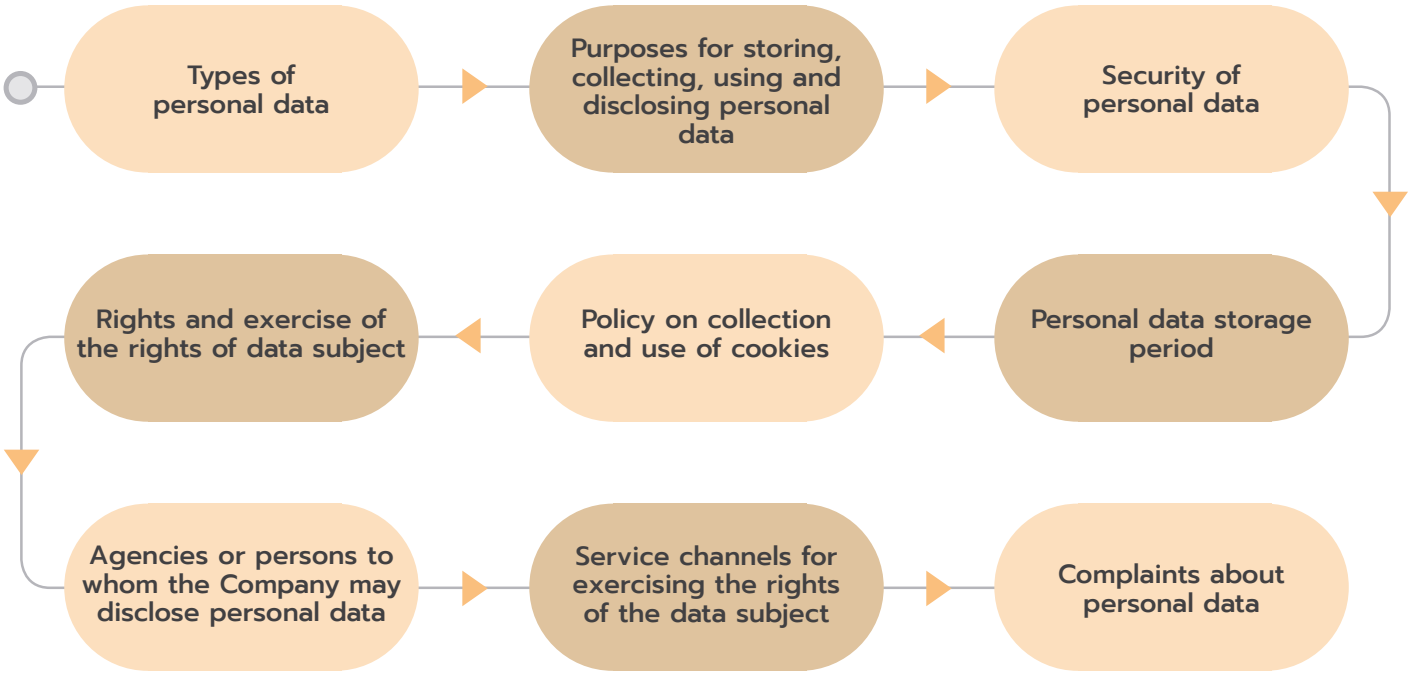
Part 2 Policy for Directors

Part 3 Policy for Executives and Employees, covering issues on stakeholders, sustainability, society, environment, safety, and information and assets

Part 4 Appendix covering laws related to stakeholder reporting, Good Corporate Governance Policy Handbook, Code of Conduct Handbook for Directors, Executives, Employees, and handbook on anti-corruption policy and measures

## 4.4 Supervision on Personal Information Protection

The Company is aware of all customers or service users or stakeholders who contact the Company and its website. As a result, the Company has established the policy on personal information protection in order to manage personal information safely and appropriately. Appointing a Personal Data Protection Officer to have powers and duties in accordance with the framework which is consistent with the Personal Data Protection Act (PDPA), establishing a personal data storage system to provide appropriate mechanisms and techniques, restricting access to personal data of customers or service users or stakeholders from directors, executives, employees, workers, and representatives of the Company, and covering access to the service through the Company's website to prevent the personal data of service users from being used, disclosed, destroyed, or accessed without permission; The Company has channels to provide advice on which issues are covered as follows:




**In 2023,**

**100% of employees were trained for the use of personal data through online channels 100% of employees understand and apply PDPA (Personal Data Protection Act)**

The Company has published the policy on its website (www.supalai.com) in both Thai and English versions. Additional details can be found under the topic of "Monitoring of compliance with corporate governance policy and practices - Insider Trading for Exploitation"

### Contact Channels

Customers, service users or stakeholders who have any inquiries can contact the Company via e-mail: dpo@supalai.com.

## 4.5 The Internal Audit

The Board of Directors has established the Internal Audit Section within the Company. Also, to facilitate the Internal Audit Section to be independent from the management, the Board of Directors has ordered that the Internal Audit Section report to the Audit Committee in order for the Board of Directors to be able to follow up the Company's operations efficiently. The Internal Audit Section has set objectives, main engagement, scope of operations, powers and duties, and responsibilities in writing in the Internal Audit Charter approved by the Chairman of the Internal Audit Committee.

In 2023, the Internal Audit Section was able to carry out the duties and responsibilities in accordance with the Internal Audit Charter completely, independently and in compliance with the Code of Conduct and commitment of the Audit Section as summarized as follows:

## 1. Development to Add Value to Audit Work

- Focus has been placed on assurance and consulting services with independence and equity to add value and improve the operations of the Company, ensure the governing of the operations. Arrangements have also been provided for risk management and good internal control so as to achieve the operational objectives of the Company.
- Prepare an annual risk-based audit plan according to the strategic direction of the Company and important risks that impact the operation of the Company; carry out the operations in accordance with the Standard for the Professional Practice of Internal Auditing which includes the laws, regulations and regulations relating to the Company (Compliance Audit).
- Focus on the Proactive and Preventive Audit.
- Arrange for monitoring of implementation of the recommendations generated from the auditing to achieve good corporate governance and adequate internal control.

## 2. Development of Internal Auditors

Arrange a test according to Standard for the Professional Practice of Internal Auditing and encourage internal auditors to develop themselves by pursuing a certificate for professional auditors or other professions relevant to internal auditing; also promote further education in other professions related to the business of the Company.

## 3. Internal Audit Charter

The Internal Audit Charter has been established as guidelines for operating personnel of the Company at all levels to understand lines of command, objectives, scope of work and responsibilities of the Internal Audit Section, and liabilities of audited units by taking into consideration the importance of the good corporate governance as an important tool in supervising and managing the operations, and to ensure that there are correct standards and trustworthiness by maintaining pure and fair standards according to prescribed practical professional dignity of internal auditing.

### 3.1 Objectives

The Internal Audit Section has been established with the aim to build confidence to the executives in controlling, supervising and giving advice and to provide useful information for their decision making regarding the improvement of the Company's operations.

### 3.2 Line of command

1) The Internal Audit Section is an independent unit reporting directly to the Audit Committee.
2) The head of Internal Audit Section is the top senior personnel of the Department and report directly to the Audit Committee.
3) The head of Internal Audit Section shall propose the Risk - Based Audit Plan to the Audit Committee.
4) The head of Internal Audit Section directly reports the result of the audit to the Audit Committee, and the Audit Committee must report every audit result to the Board of Directors accordingly.

### 3.3 Main Engagement

1) Provide advice and information relating to the audit, assess risk management and internal control including standards of operations, generally accepted accounting principles, policies, laws, rules, regulations for enhancing efficiency and effectiveness in governing process to add value and ensure the creditability of the financial information system and the operations of internal departments.

2) Be committed to practice to enhance their own knowledge and also the organization's on the internal audit and various technical matters relating to the provision of advice and suggestions to build confidence in operating work.

### 3.4 Scope of Operations

1) The Scope of Operations of the Internal Audit Section includes providing advice and information regarding the audit, operations, assessment and improvement of risk management, internal control, generally accepted accounting principles, policies, rules, regulations and laws as well as supervising process and all relating procedures to the departments in the organization to add value and improve the operations of the audited units as well as relevant units to achieve the set goals and objectives.

2) The performing of any other non-audit tasks must always be approved by the Audit Committee.

### 3.5 Powers and Duties

1) The Internal Audit Section is independent in auditing the operations of all departments within the organization.

2) Internal Audit Section can have access to personnel, information, documents and assets of the employees in connection with the audit except for information on salary of the personnel in the Company.

3) The Internal Audit Section has no authority to set policy, working methods and internal control systems or modify the internal control system because such duties are under the responsibilities of related executives. The internal auditor's duties are only providing advice and recommendations. However, the Internal Audit Section has the rights and duties to review the compliance with the Company's policies in order to assess the adequacy and effectiveness of the control so as to respond to the risks.

4) The Internal Audit Section shall carry out the audit in accordance with the International Standard for the Professional Practice of Internal Auditing.

5) Internal Audit Section has the right to attend training courses or participating in activities to increase their relevant knowledge by using the resources of the Company.

6) In case of the internal audit performance on any matters or any other performance of the internal audit is necessary to rely on the expertise of specialists, the head of Internal Audit shall present the Audit Committee and the Board of Directors respectively in order to be considered for an invitation or engaged specialists.

### 3.6 Duties and Responsibilities

1) To prepare the annual audit plan to the Audit Committee for approval and shall comply with the annual audit plan.
2) To review the internal audit charter at least once a year, so that it is consistent with the scope of responsibilities for the operations of the Company and shall be approved by the Audit Committee.
3) Verify the accuracy and reliability of data and figures by using techniques and generally accepted auditing methods. The quantities for auditing will be determined as deemed necessary and as appropriate taking into account the efficiency of the internal control system and the importance of the matter to be audited including analysis / evaluation of the management and operations of the audited unit by considering the priority for auditing. Also, with regard to time spent in the operation, significant risks shall be taken into consideration.
4) Preparation of risk-bases audit programs on strategic risk, operational risk, financial risk, regulatory risk, and social and environmental risks.
5) Provide assessment of the conflict of interest of the Company on a yearly basis and audit the connected transactions or operational activities to ensure the compliance with policies, laws, regulations, orders including the segregation of tasks, maintenance of properties and the use of all resources taking into account the efficiency and effectiveness of the operations.
6) Evaluating the performance and reporting the results of the audit and suggesting improvements in order to ensure the efficiency and effectiveness of the performance of the audit unit In accordance with the internal control framework of COSO-ERM (Enterprise Risk Management Integrating with Strategy and Performance).
7) Providing the performance evaluation of the internal audit section whereby the auditor uses the suggestions to improve the service in order to achieve internal audit objectives efficiently and effectively.
8) Monitor and evaluate the implementation of the jointly discussed conclusions to ensure the audited units have improved the operations as discussed.
9) Coordinate with persons involved to facilitate the audit to achieve the goals and to be efficient.
10) Assess risks in all processes of the Company relating to measures against corruption and provide appropriate risk management procedures.
11) Audit the compliance with measures, practical principles and the internal control relating to anti-corruption measures for all tasks assigned including financial and accounting internal controls and record-keeping to ensure that control relating to prevention on corruption is in place.
12) To receive corruption complaints and search additional information as assigned by the Audit Committee or the Senior Executive used supporting the consideration.
13) Perform other auditing work as assigned by the Audit Committee.

### 4. Details on the Chief of the Internal Audit Section

At the Audit Committee Meeting No. 8/2008, held on September 9, 2008, Ms.Toopthong Hirunyanulak has been appointed to be the supervisor of the internal auditor since August 18, 2008 as she has knowledge, good business understanding, including skills, qualifications, and experiences in performing internal audit work, corruption detection, assessment of internal control systems, and risk management in accordance with COSO ERM guidelines. As a result, she is suitable for performing such duties adequately and appropriately. Roles, duties and responsibilities are as follows:

1. Perform duties as "Internal Auditor" responsible for assignments in accordance with the Audit Committee Charter approved by the Audit Committee.
2. Act as the "Secretary of the Audit Committee" by organizing meetings, preparing meeting document and taking note of the minutes of the Audit Committee meetings.

## 4.6 Company's Operation Supervision

The Company emphasizes on the compliance, which is one of the important mechanisms, that makes all processes and procedures of the Company correct and prudent, including promotes the Company to be able to perform operations according to the strategic plan, achieve goals, and comply with the rules, Company's Articles of Association, and regulations of the relevant agencies so that directors, executives, and employees can adhere to the principles in performing their duties in accordance with the laws, rules, regulations, directives, and announcements from both internal and external organizations strictly. In addition, the Company has followed up the issuance of new laws affecting the Company's business operations and any draft legislation, such as new bills, to study, prepare, and/or join to clarify problems and obstacles of the Company (if any) so that the Company's business operations are in accordance with new laws that will be enforced in the future. The responsible departments are assigned as follows:

- The Company Secretary is responsible to ensure that the operations of the Company are in compliance with rules and regulations for listed companies including regulations of the Company and articles of association as well as being center for compiling and keeping abreast of information on external rules and regulations concerned. The Company Secretary shall also act as communication center to provide knowledge and advice on external rules and regulations for listed companies.
- Legal Department is responsible for supervising legal affairs relating to the Company's business and providing knowledge for the internal departments on various issues in order for the business operations to be handled correctly in accordance with laws of external agencies.
- The Internal Audit Section is responsible for assessment of the efficiency and adequacy of the internal control system. It must also audit and ensure the compliance with rules and regulations of the Company along with continuous personnel development and technology adoption in further audit operations.
- The Quality System Section has the duty to establish operational guidelines in the procedure, work instruction and other concerned documents for all employees to use as a manual for operations including a process of problem analysis to contribute to the solution and improvement of the operational system to ensure the management system of planning, designing, construction, sales and community management to meet the requirements of the laws, professional standards, and documented agreements with customers and stakeholders are appropriate with extensive coverage, and also ensure that the implementation of the quality system is in accordance with the requirements of international standard ISO 9001 : 2015.

# 6.2 Code of Conduct

# Good Corporate Governance Motto

## G : Good

: To think good, speak good and do good is the foundation of positive thinking, which can be applied to work and to solve problems. This also helps reduce conflicts while enhancing smooth and successful interpersonal communication.

## R : Responsibility

: Act consciously

: Operate business with determination and dedication with all our ability

: Always learn to enhance capabilities

## E : Equitable Treatment & Ethics

: Treat all relevant parties equally

: Adhere to moral standards and conduct business with fairness

: Taking into account all stakeholders, including community, society and environment

: Treating stakeholders equally and respecting human rights

## A : Accountability

: Fulfill duties with utmost attention

: Be consciously aware of and carry out our tasks cautiously

: Bravely accept the consequences of our actions

: Adhere to and abide by applicable laws, rules and regulations

## T : Transparency

: Operate business with transparency, disclosure of information and accountability

: Being committed to conducting business and driving sustainable operations

: All pieces of evidence and references can be traceable and accountable

The Board of Directors of Supalai Public Company Limited is well aware of the importance of corporate governance and responsibilities to the society in the belief that good corporate governance will be a key element in enabling its business to achieve success. It will also create confidence that there is efficient management system with transparency and accountability to ensure confidence of shareholders, investors, stakeholders and all parties concerned, which will bring about sustainable growth with quality and add value to the business. The Board of Directors understands its roles, duties, and responsibilities to the shareholders, as well as various parties concerned, and is determined to conduct business under good corporate governance principles in accordance with good practices or regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission, Thailand as well as other concerned regulations.

The Code of Conduct for directors, executives and employees are regarded as disciplines that all personnel must strictly adhere to. Any persons violating or not following the principles of the Code of Conduct will be subject to disciplinary actions.

Directors, executives management and employees of the subsidiary companies are obliged to follow and encourage others to follow the Code of Conduct. The following actions shall be regarded as violation of the Code of Conduct:

1. Do not comply with the Code of Conduct.
2. Advice, encourage or support others against the compliance with the Code of Conduct.
3. Be negligent and inactive when exposed to a violation or non-compliance with the Code of Conduct in case that they know or should know as such a violation or non-compliance is related to the work under their responsibilities.
4. Do not cooperate or impede the investigation and fact-finding into the claim of a violation or non-compliance with the Code of Conduct.
5. Perform unfair actions towards others due to lack of reports in case of non-compliance with the Code of Conduct.

With regard to the above-mentioned actions against the Code of Conduct, those committing such actions are subject to disciplinary penalties as set out by the Human Resources Department. In addition, any employees taking any action which is an offence according to laws may be punished by law.

Therefore, executives on behalf of supervisors, must pay close attention to the matter and advise their sub-ordinates to strictly comply with the Code of Conduct and may provide development support as deemed appropriate. Importantly, directors, executives management and employees must also strictly adhere to the Code of Conduct.

Since the Company attaches importance to and focuses on the development of good corporate governance, the Board of Directors encourages that there is the compliance with good corporate governance principles continuously and reviews the application of 8 clauses of CG Code as follows:

## Promoting Compliance with the Code of Conduct

The Board of Directors set out the "Corporate Governance Policy Handbook" in accordance with the approval of the Board in writing by Directors' meeting. The handbook encompasses details on the implementation of good corporate governance guidelines, roles and duties of the Board of Directors, as well as the practice guideline for the management and internal control system. Furthermore, the Board has arranged for the review on the part of the Code of Conduct of directors, executives and employees "Code of Conduct" to be conducted on an annual basis.

In 2023, the Code of Conduct Manual (Brief) for employees and the Good Corporate Governance Policy were reviewed for 5 policies as follows:

- Policy on Report on Vested Interest
- Policy on the Board of Director's Diversity
- Abuse and Harassment Policy
- Policy on Treatment of Employees
- Policy on Risk Management

For examples, the part of to the Code of Conduct (Handbook Edition) for employees by providing examples of appropriate and inappropriate situations to act so as to be in compliance with the good corporate governance principles of the Stock Exchange of Thailand and best practices of corporate governance development projects and the best practices outlined in the corporate governance development project for listed companies. The Company also established a communication channel through its intranet system for the directors, executives and employees to understand and implement as operational guidelines when dealing with all groups of stakeholders. These guidelines are used as a standard in compliance with the Good Corporate Governance Policy to 4 chapters of corporate governance, which consist of the following:

1) Rights and Equitable Treatment of Shareholders
2) Roles of Stakeholders and Business Sustainability
3) Disclosure and Transparency
4) Board Responsibilities

In this regard, the Company has disseminated the "Corporate Governance Policy Handbook" and the "Code of Conduct" on the Company's website to inform third parties. The Company has implemented a guideline for encouraging, supervising and follow up the directors, executives and employees to comply with Code of Conduct as follow;

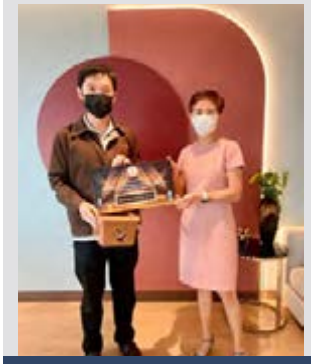
Review the Business Code of Conduct and disseminate to directors, executives and employees via its Intranet system, company website for their information.

Provide knowledge regarding compliance with the Code of Conduct in the orientation of new employees.

The Chairman of the Executive Committee communicates to all employees through Line Group Application to raise awareness of compliance with the Code of Conduct.

Preparing publication materials to educate employees by publishing on the Intranet System.

Prepare videos to disseminate information in respect of business code of conduct and good corporate governance, using Pu-Tham as the character. The videos are adopted as a new communication strategy to allow employees to receive and understand information easily and swiftly.



Granting rewards to employees who participated in the knowledge and understanding test for employees on the compliance with Code of Conduct through the E-Learning program to create positive reinforcement for employees, build a strong organizational culture in the same direction to be in line with the future that the Company is moving forward, which is an extremely important foundation to make the Company successful.

## Preventing Incident and Behavior that Might be Unethical

- The Board of Directors has appointed the Corporate Governance and Sustainability Development Committee, with the scope of responsibilities and duties clearly defined.
- Organize the meeting of the Corporate Governance and Sustainability Development Committee at least once a year in order to report the result of compliance with the Code of Conduct.
- Directors, executives and employees of Supalai Public Company Limited and its subsidiaries have to study and understand the Handbook on Code of Conduct (Synopsis Edition) In 2023, Executives and employees of the Company and its subsidiaries 100% signed to acknowledge the Company's Code of Conduct and policies through the SPL Consent Management system.

## Channels for Listening to the Opinions, Both Positive and Negative

- Provide communication "Dare to think, Dare to propose, Dare to change" to the personnel within the Company for proposing opinions directly to executives.
- Provide 1720 or anti-corupption@supalai.com channel to enable employees and stakeholders (including business partners, sub-contractors, and employees of business partners) to inquire and report concerns through the hotline. The Company establishes the policy on confidentiality and whistleblower protection.
- Analyze the suggestions received for submitting to the Corporate Governance and Sustainability Development Committee and the Board of Directors for instruction.
- Arrange a meeting or discussion with stakeholders such as contractors, business partners, customers, government agencies, banks.

## Monitoring and Evaluation

- Arrange a test through E-Learning Program once a year to measure knowledge and understanding of employees about good corporate governance, risk management and anti-corruption regarding compliance with the Code of Conduct and report results to the Corporate Governance and Sustainability Development Committee and the Board of Directors for information.
- Take the topic under the testing result of which most employees gave wrong answer for communicating through E-news.

In 2023, the Company received awards and scores of the good corporate governance assessment from external regulatory agencies as follows:

- Supalai Public Company Limited has been awarded the rank of "Excellence" of group rating of the survey of corporate governance report of the Thai Listed Companies of 2023 organized jointly by the Thai Institute of Directors Association, the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, Thailand for 11 consecutive years from the year 2013 to 2023 consecutively.
- The Company received a score from the AGM Checklist at the excellent level for 11 consecutive years from 2013-2023 and the Investor' Choice Award 2023 from the Thai Investors Association.

Therefore, the Company's Handbook on Corporate Governance Policy and Ethics and Code of Conduct has been complied with by directors, executives and the employees, whereby the directors and executives have acted as good role models and oversee and encourage all employees to comply with the Code of Conduct and create working atmosphere favorable to the compliance with the guidelines specified in the Handbook. At the same time, the Company is committed to prevent violation of the Code of Conduct; and in case of negligence and violation of such Code of Conduct, disciplinary penalties set forth by the Human Resources Department of the Company will be imposed. There has been communications and public relations to promote understanding of the practices of the Code of Conduct among the management and employees, while the monitoring of the compliance with guidelines of the Code of Conduct has been carried out. Detailed information for stakeholders can be found on the Company's website. (www.supalai.com).

# 6.3 Major Changes and Development of Policies, Practices and Corporate Governance System in the Previous Year

## 6.3.1 Major Changes and Development in the Previous Year

The Company was certified to be a member of the Thai Private Sector Collective Action Against Corruption (CAC) by Thai Institute of Directors (IOD), The Company was improved as a member of CAC by participating in the CAC Change Agent Project in order to expand its transparent and corruption-free business network. In2023, there were significant changes and developments as follows:

### August

The Company organized the seminar, "SPALI Supplier Day 2023", to communicate sustainable business practices to commercial partners by focusing on business operations with environmental, social, and corporate governance (ESG) and awareness of problems, including risk prevention and anti-corruption.

### December

The Company has renewed its certification as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) with CAC Committee for the first time.

### December

The Company received the "CAC Change Agent Award 2023" for 2 consecutive years by inviting SME suppliers to sign a declaration of intent with the CAC project to enhance business operations with suppliers and promote the potential and capability of suppliers to co-create a transparent supply chain in line with the goal of sustainable organizational development along with taking into account responsibility to all stakeholders. This emphasized and reinforced the Company's business position based on good governance principles and transparency. There were 10 suppliers signed the Declaration of Intent.

### November

The Company organized the seminar for the low-rise construction department and contractors and provided the "Sustainable Supply Chain Questionnaire for Construction Business" with an aim and intent to promote the business operations of suppliers to grow together with the Company.

The Company establishes practices in accordance with the Supplier Code of Conduct so that the Company's business partners can adhere to guidelines for conducting business in accordance with sustainable corporate management guidelines, consisting of 5 topics as follows:

1) Ethics and Transparency of Business Operations

2) Quality Standards and Business Continuity

3) Human Rights

4) Occupational Health and Safety

5) Environment and Sustainability

The Company disclosed the details of the "Supplier Code of Conduct" on its website (www.supalai.com). In the past year, the Company carried out various activities. The details are as follows:

Signing to acknowledge the Supplier Code of Conduct. In 2023, 53 material suppliers signed an acknowledgement of the Code of Conduct.

Performing Site Visit of business partners for 5 times.

Self-Assessment of Suppliers is conducted by using a Sustainable Supply Chain Questionnaire, where the questions are divided into 2 parts: 1) Supply Chain Management (5 questions) 2) Supplier Code of Conduct (5 questions), covering social and environmental issues. In 2023, there were 71 suppliers and contractors taking the Self-Assessment of Suppliers.

The Company inspects and assesses the operational site of suppliers (Site Visit)

The Company provides tests to measure employee knowledge and understanding of good corporate governance, risk management and anti-corruption through the E-Learning program annually to assess the effectiveness of learning and ensure that training participants can apply knowledge gained to work and raise awareness for executives and employees in anti-corruption. The test results of the employees of the Company's and its subsidiaries can be summarized and meet the criteria as follows:

## Test for Knowledge and Understanding of Corporate Governance, Risk Management, and Anti-Corruption for the Year 2023

| Goal | Performance |
|---|---|
| **100%** of employees of the Company and its subsidiaries take the test. | 1,776 employees of the Company and its subsidiaries take the test. **100%**<br>Company: 1,431 employees **100%**<br>Subsidiaries: 345 employees **100%** |
| Employees passed the test (more than 80%). **100%** | Employees passed the test (more than 80%). **100%**<br>Company: 1,431 employees **100%**<br>Subsidiaries: 345 employees **100%** |

Reporting test results to the Corporate Governance and Sustainability Development Committee and the Board of Directors for acknowledgement and consideration, communicating the Code of Conduct Manual (Brief) to subsidiaries, publishing E-news and news on corporate governance, risk management, anti-corruption in company website (www.supalai.com), Intranet system and e-mail, so that subsidiaries will apply them as a guideline. In this regard, the Human Resources Department of each subsidiary has supervised their employees to comply with the Company's policies.

## 6.3.2 Compliance with Good Corporate Governance Principles in Other Matters

The Board of Directors of Supalai Public Company Limited is well aware of the importance of corporate governance and social responsibility as it is confident that good governance will contribute to the following:

1. Strengthening a good management system with transparency and accountability, which can enhance the Company's potential to compete in the short and long terms for sustainable business growth and eliminating conflicts of interest that may arise.
2. Creating confidence among investors, both in the country and abroad as well as financial institutions, business partners, all stakeholders through clear and transparent communication on an equal basis and adding value to shareholders in the long run by significantly taking into consideration all kinds of stakeholders.
3. Being a tool to measure the operations of the Company and examine all operations to improve their efficiency.

The Company has considered the "Corporate Governance Code for Listed Companies 2017" (CG Code) prepared by the Office of the Securities and Exchange Commission (SEC) to apply the CG Code to create sustainable value for the business. Therefore, the compliance with good corporate governance principles in other areas is as follows:

1 Control to ensure that there are complete and correct operations on data storage, accounting recording as well as regulations established in regard to the Connected transaction , the acquisition or disposition of assets, or major transactions of the subsidiaries and also ensure that the preparation of financial statements is based on the same accounting policies used by the Company in order that the financial statements of the subsidiaries can be included in the consolidated financial statements properly and in a timely manner. Arrange for the reports on the operations and the financial Statement of the Subsidiaries Company to be proposed to the Board of Directors for acknowledgment on a monthly basis.

2 The Board of Directors supervises the cybersecurity awareness with plans and installation of devices to prevent threats through cyber channels and secure information and information systems.

3 The Audit Committee assigns the Internal Audit Section to review the performance of subsidiaries by using the Risk Based Approach depending on each case to ensure that the subsidiaries have appropriate and sufficient internal controls systems. The Internal Audit Section shall then report to the Audit Committee to further propose their opinions to the Board of Directors.

4 Each sub-committee reviews related policies and requirements of each committee and provides suggestions that are beneficial to the Company in accordance with the CG Code annually and presents them to the Board of Directors for approval accordingly.

Throughout the year 2023, the Company had consistently complied with the CG Code in accordance with the criteria of the survey of the corporate governance of listed company project. The Company also considered and reviewed the implementation of the CG Code, which might not cover some criteria. However, the Company has conducted other approaches which are different from the specified criteria. They have been considered by the Board of Directors in terms of the reasonableness and suitability under the environment of the Company's business operation in order to achieve the Company's objectives and take into account the best interests of shareholders. The matters that the Company has not implemented are as follows:

| Practices under CG CODE and CGR | Reason or replacement measures of the Company |
|---|---|
| **Election of directors by cumulative voting** | The Company has not determined the cumulative voting methods for director election because the Company considers that such criteria still have disadvantages in a practical way. In other words, these criteria encourage minority shareholders to gather and vote for electing directors that are different from those nominated by the Company. This may cause the elected directors' representatives to be inconsistent with the Board Skill Matrix, which is a tool used to nominate directors based on the Company's strategy. In addition, the management approaches of elected directors may be conducted for the interests of a particular group of shareholders, which is not for the best interests of shareholders, leading to a divisive relationship between the directors and executives that affects the management in the same direction. |
| **Forming policies to limit the number of years for the term of office of independent director more than 9 years from the date appointed for the first time.** | The Company has 4 independent directors, of which 1 shall hold office for less than 9 years and 3 directors for more than 9 years. However, the Nomination and Compensation Committee and the Board agreed that independent directors are fully qualified according to the criteria set by the Securities and Exchange Commission, Thailand that is, they are knowledgeable, capable with experience suitable for the business. They can provide opinions freely and perform their duties as independent directors well. All independent directors have also proved that they can maintain independence and have no conflict of interest and/or significant vested interest in the Company, whatsoever. |

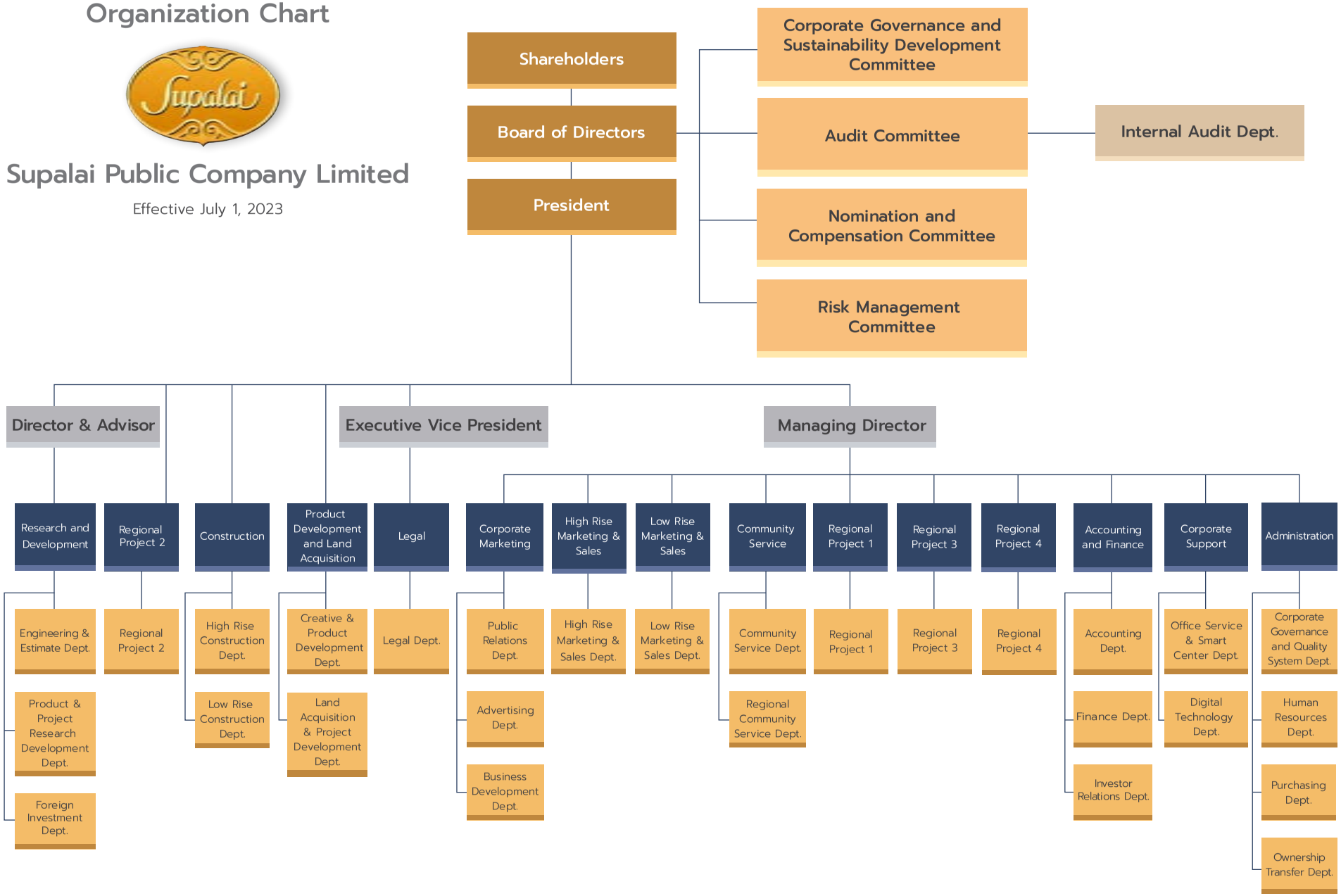
The Board of Directors reviews the matters that the Company has not been able to comply with the principles of good corporate governance on an annual basis.

# 7.1 Corporate Governance Structure

## Organization Chart

Supalai Public Company Limited

Effective July 1, 2023



According to the Company's management structure, there are 7 Committees, namely, the Board of Directors and the Advisor to the Board of Directors, the Audit Committee, the Nomination and Compensation Committee, the Corporate Governance and Sustainability Development Committee, the Risk Management Committee, the Executive Committee and the Management Committee. Names and titles of senior executives corresponding to data of the Company's management structure are disclosed and listed as follows;

## Executive Committee

**Dr.Prateep Tangmatitham**
Chief Executive Officer/Top Executive

**Mrs.Ajchara Tangmatitham**
Executive Vice President

**Mr.Tritecha Tangmatitham**
Managing Director

## Management Committee

**Dr.Prateep Tangmatitham***
Chief Executive Officer

**Mrs.Ajchara Tangmatitham***
Executive Vice President

**Mr.Tritecha Tangmatitham***
Managing Director

**Mrs.Varunee Lapitananuvat***
Deputy Managing Director of Finance and Administration

**Mr.Punnapan Nengpetch****
Deputy Managing Director of Low Rise Construction

**Mr.Kittipong Sirilaktrakun***
Deputy Managing Director of Construction

**Mr.Boonchai Chaiananbovorn***
Deputy Managing Director of Regional Project 2

**Ms.Tanwarat Punyaratana**
Assistant Managing Director of Low Rise Marketing & Sales

**Mrs.Siriporn Wangsapar***
Assistant Managing Director of Accounting and Finance

**Mr.Rachai Piyavajanusorn**
Assistant Managing Director of Regional Project 1

**Mrs.Suchawadee Suppha-asa****
Senior Director of Community

**Mr.Krid Chancharoensuk**
Senior Director of Legal

**Mr.Chaijak Watanyoo**
Senior Director of Product Development and Land Acquisition

Remarks : * The top four executives are in accordance with the definition specified in the notification of the Securities and Exchange Commission (SEC), which consist of 7 persons.

** Retired on March 31, 2023

# 7.2 Information of the Board of Directors

**Dr.Prateep Tangmatitham***
Chairman of the Board

**Mrs.Ajchara Tangmatitham***
Director

**Mr.Tritecha Tangmatitham***
Director

**Mr.Anant Gatepithaya**
Independent Director

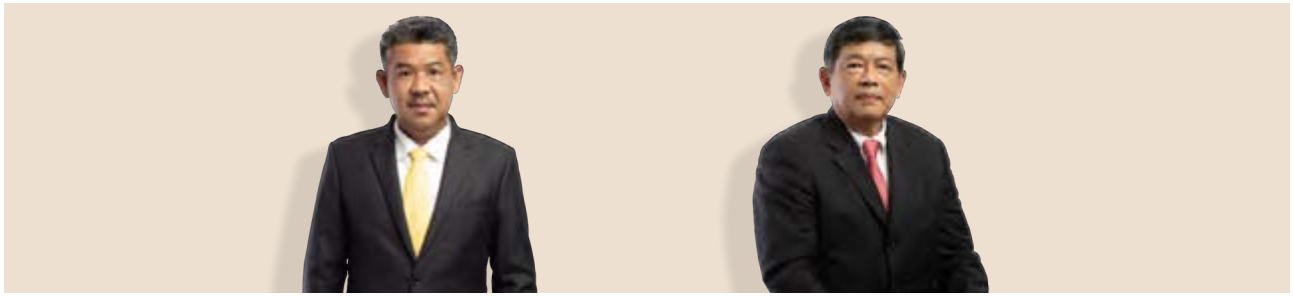
**Assoc.Prof.Dr.Virach Aphimeteetamrong**
Independent Director

**Assoc.Prof.Dr.Somjai Phagaphasvivat**
Independent Director

**Assist.Prof.Aswin Bijayayodhin**
Independent Director

**Mr.Atip Bijanonda**
Director

**Mr.Prasas Tangmatitam**
Director



**Mr.Krid Chancharoensuk***
Director

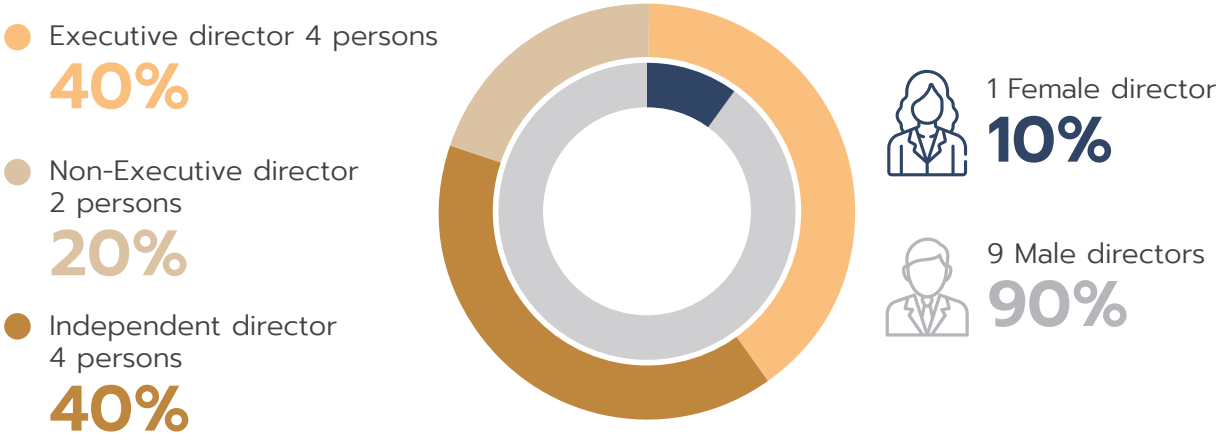
**Prof. Emeritus Dr.Sahas Bunditkul**
Advisory of the Board

**Company Secretary :** Mrs.Varunee Lapitananuvat

Remarks : * Two of these four directors are the directors who have authority to sign on behalf of the Company and jointly affix their signatures and the Company's seal.

## 7.2.1 Composition of the Board of Directors and Number of Directors

The Board of Directors consists of qualified persons who have knowledge, capabilities and experiences that are beneficial to the Company. It consists of 10 directors and 1 advisor to the Board of Directors. The election of directors is in accordance with the resolution of the Shareholders' Meeting under the rules and procedures prescribed by current laws as follows:




### An authorized signatory of the Company

The authorized directors are Dr.Prateep Tangmatitham or Mrs.Ajchara Tangmatitham or Mr.Tritecha Tangmatitham or Mr.Krid Chancharoensuk two of these four directors jointly affix their signatures and the Company's seal.

In addition, the Company establishes a policy that the Board of Directors must have Board Diversity, consisting of persons with a wide range of knowledge, capabilities, experiences and expertise in line with the Company's business strategies, including morality and ethics, positive attitudes towards the organization, leadership, broad vision, and ability to devote sufficient time, regardless of gender, race, religion, professional skills and specific expertise. The rules and processes of the appointment of new directors are also established (Please see details in the topic of "Nomination of Board of Directors"). In addition, 10 directors of the Board, 1 advisor to the Board of Directors, and senior executives of the Company have never been an employee or a partner of an external audit company providing services to the Company in the past 2 years. There are 4 independent directors and 2 non-executive directors, totaling 6 persons, in the current Board of Directors, who have working experiences relating to the Company's businesses.

### Independent Directors Committee

The Board of Directors defines the definition of the independent director. It refers to the directors who can express opinions to support policies that are beneficial to shareholders or report suggestions independently in accordance with the assigned mission, regardless of any interests relating to assets or positions, are independent from the control of the Management and the major shareholders of the Company, do not involve with or has no interests, are not under the influence of any person or a group of persons, and do not have any circumstances to coerce them to be unable to express opinions. The Board of Directors approved the appointment of the Independent Director Committee. The names are listed as follows:

**Assoc.Prof.Dr.Virach Aphimeteetamrong**
Chairman of the Independent Director

**Mr.Anant Gatepithaya**
Independent Director

**Assist.Prof.Aswin Bijayayodhin**
Independent Director

**Assoc.Prof.Dr.Somjai Phagaphasvivat**
Independent Director

## Constitution of Independent Directors

1. Independent Directors are appointed by the Board of Directors, consisting of all independent directors of the Company. The Nomination and Compensation Committee shall propose the list to the Board of Directors to appoint one independent director as the Lead Independent Director.
2. The qualifications are in accordance with the regulations of the Capital Market Supervisory Board and the requirements of the independent directors of the Company, which must be reviewed and certified at least once a year.
3. Independent directors are qualified persons with knowledge, capabilities and experiences that are beneficial to the Company.

## Establishment of Qualifications of Independent Directors

To build the confidence of investors and maintain the balance of good management, the Company has defined the independence of "independent directors" more stringently than the criteria set by the Capital Market Supervisory Board as follows:

1. Appointed by the Board of Directors or the Shareholders' Meeting of the Company to be the independent director.
2. Holding shares of no more than 0.5% of the total voting shares of the Company, its subsidiaries, associates, major shareholders, or controlling persons, including the shareholding of related parties of such independent director.
3. Not being or having been an executive director, workers, employees, advisors receiving regular salaries, or controlling persons of the Company, its subsidiaries, associates, same-level subsidiaries, major shareholders, or controlling persons, unless he/she has been discharged from the aforementioned characteristics for at least 2 years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand; such prohibited characteristics shall not include the case where the independent director was a government official or an advisor of a government agency, who is a major shareholder or a controlling person of the Company.

4. Not being a person with a blood relationship or legal registration in the manner of a parent, spouse, siblings, and children, including the spouse of the children, other directors, executives, major shareholders, controlling persons, or persons to be nominated as a director or a controlling person of the Company or its subsidiaries.

5. Not having or never had a business relationship with the Company, its subsidiaries, associates, major shareholders, or controlling persons in the manner that may impede the use of its independent discretion, including not being or never been a significant shareholder or a controlling person of a person having a business relationship with the Company, its subsidiaries, associates, major shareholders, or controlling persons, unless he/she has been discharged from the aforementioned characteristics for at least 2 years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand.

   The business relationship under Paragraph One includes normal business transactions, rental or lease of real estate, transactions related to assets or services, or granting or receipt of financial assistance through receiving or providing loans and guarantees, providing assets as collateral, and any other similar actions, which result in the Company or the counterparty being subject to indebtedness payable to the other party in an amount starting from 3% of the Company's net tangible assets or from 20 million baht or more, whichever amount is lower. In this regard, the calculation of such indebtedness shall be in accordance with the method for calculating the value of related party transactions under the Notification of the Capital Market Supervisory Board Re: Rules on Execution of Related Party Transactions, mutatis mutandis. In any case, the consideration of such indebtedness shall include the indebtedness incurred during the period of 1 year to the date of establishing the business relationship with the related person.

6. Not being or never been an auditor of the Company, its subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, a controlling person, or a partner of the audit office for which the auditor of the Company, its subsidiaries, associates, major shareholders, or controlling person works, unless he/she has been discharged from the aforementioned characteristics for at least 2 years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand.

7. Not being or never been a professional service provider, including a legal advisor or a financial advisor which receives service fees of exceeding 2 million baht per year from the Company, its subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, a controlling person, or a partner of the professional service provider, unless he/she has been discharged from the aforementioned characteristics for at least 2 years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand.

8. Not being a director appointed as the representative of the Company's directors, major shareholders or any shareholders who are connected persons of the major shareholders of the Company.

9. Not undertaking any business of the same nature and in significant competition with the business of the Company or its subsidiaries or not being a significant partner in partnerships or an executive director, workers, employees, advisors receiving regular salaries, or holding more than 1% of the voting shares of other companies, which operate a business of the same nature and in significant competition with the business of the Company or its subsidiaries.

10. Not possessing any other characteristics that will prevent the independent expression of opinions in respect of the operations of the Company.
11. The independent director who is qualified according to Item 1-10 may be assigned by the Board of Directors to make decision on the operations of the Company, the operations of the subsidiaries, associates, or juristic persons which may have a conflict. The decision could be made in the form of panel.

## Scope of Duties and Responsibilities

| Chairman of the Independent Directors | Independent Directors |
|---|---|
| 1. Presiding over the Independent Directors' Meeting (Non-executive Director) which is held at least once a year.<br>2. Being a leader and a coordinator for any opinions and observations of independent directors in order to propose them to the Board of Directors.<br>3. Being a coordinator to contact among shareholders and independent directors (if any).<br>4. Being responsible for performing specific operations required to be carried out by independent directors. | 1. Considering and providing suggestions and opinions on strategies and sustainability that should be performed and are beneficial to other related stakeholders.<br>2. The independent director may seek advices from experts to provide assistance in performing duties efficiently under the charter at the expenses of the Company.<br>3. Reviewing the Company's compliance with the requirements/regulations of listed company supervising agencies relating to independent directors.<br>4. Reviewing and improving the charter of independent directors to be appropriate and up to date.<br>5. Independent Directors shall be entitled to attend trainings or activities in order to enhance work-related knowledge by using the Company's resources.<br>6. Independent directors annually perform the self-assessment to certify their qualifications of independence in accordance with the criteria set by the Capital Market Supervisory Board. |

## Determination of Tenure of Sub-committee

The tenure of the sub-committees, namely the Audit Committee, the Corporate Governance and Sustainability Development Committee, the Risk Management Committee and the Nomination and Compensation Committee, shall be 3 years for each term. When vacating office upon the expiration of the term, they may be re-appointed.

The Company supports the development of the Company's management system and operations. Non-executive Directors and independent directors are allowed to hold meetings as deemed appropriate without executive directors or the Management attending the meeting in order to discuss issues on the business management of the Company or other highlighted matters which cause benefits to the Company and all stakeholders as they can express their opinions independently and create different perspectives. In 2023, there was a meeting held on June 13, 2023. The issues discussed at the meeting were disclosed by reporting to the Board of Directors' Meeting No. 8/2023 held on August 8, 2023 Assoc.Prof.Dr.Virach Aphimeteetamrong to be the Chairman of the Independent Director Committee and is responsible for determining the agenda of the Independent Director Committee's meeting by supervising and including important matters to the agenda of the Independent Director's meeting. The results of the meeting were reported to the Board of Directors for acknowledgement.

## 7.2.2 Information of the Board of Directors and Persons having controlling power over the Company

### Board of Directors

| | | | |
|---|---|---|---|
| 1. | Dr.Prateep | Tangmatitham* | Chairman of the Board |
| 2. | Mrs.Ajchara | Tangmatitham* | Director |
| 3. | Mr.Tritecha | Tangmatitham* | Director |
| 4. | Mr.Anant | Gatepithaya | Independent Director |
| 5. | Assoc.Prof.Dr.Virach | Aphimeteetamrong | Independent Director |
| 6. | Assoc.Prof.Dr.Somjai | Phagaphasvivat | Independent Director |
| 7. | Assist.Prof.Aswin | Bijayayodhin | Independent Director |
| 8. | Mr.Atip | Bijanonda | Director |
| 9. | Mr.Prasas | Tangmatitam | Director |
| 10. | Mr.Krid | Chancharoensuk* | Director |

### Advisory of the Board

| | | |
|---|---|---|
| 11. | Prof. Emeritus Dr.Sahas | Bunditkul |

Remarks : * Two of these four directors are the directors who have authority to sign on behalf of the Company and jointly affix their signatures and the Company's seal.

### Separation of Roles and Duties of the Board of Directors from the Management Team

Directors and executives of the Company perform their duties for the benefits of the Company and shareholders with the clear management structure, balance and traceability. The Committee understands the roles, duties and responsibilities towards shareholders and can show that they will be able to perform their duties. The structure of Committee and management must be inspected and have adequate balance as follows:

A. Consisting of at least one-third of the total number of independent directors, but not less than 3 persons.

B. Having the Audit Committee which consists of at least 3 independent members of the Audit Committees having duties in the same manner as those specified in the Regulations of the Stock Exchange of Thailand, and at least 1 person having knowledge and experiences in reviewing the reliability of the financial statements and performing other duties as a member of the Audit Committee.

C. The Company clearly segregates roles, duties and responsibilities between the Board of Directors and the Management Team. The details are as follows;

| Chairman of the Board | Chief Executive Officer |
|---|---|
| 1. Being responsible as the leader of the Board of Directors in monitoring the administration of the Executive Committee and other sub-committees to ensure that the performance of duties of the Board of Directors and other sub-committees is efficient and achieves the objectives and goals of specified plans. (Ensure Board Effectiveness)<br>2. Presiding over the Board of Directors' Meeting and the Company's Shareholders' Meeting and ensuring that all directors participate in promoting the ethical organizational culture and adhering to the good corporate governance and the code of conduct of the Company. (Manage Board Meetings)<br>3. Having a casting vote in the event that there is a vote casting at the Board of Directors' Meeting and the votes of both parties are tie.<br>4. Allocating sufficient time to discuss important issues, cooperating with independent directors to determine the agenda for the Board of Directors' Meetings, and providing measures to ensure that important matters are included in the agenda, as well as promoting and encouraging the Management to exercise prudent discretion to discuss any issues during the meeting, make inquiries and express opinions.<br>5. Promoting constructive relationships among directors and the Board of Directors and the Management. (Manage Key Relationships) | 1. Managing and performing the Company's operations in accordance with the strategic directions and policies approved by the Board of Directors within the scope and authority specified by the Board of Directors.<br>2. Establishing short-term and long-term business goals in the annual business plan, including expense budgets and long-term strategic plans for the Board of Directors for approval and being responsible for reporting the progress of such approved plan and budget to the Board of Directors every 3 months.<br>3. Managing operations through the Management Committee and the Executive Committee to achieve the goals specified in the business plan by aiming to create long-term values for shareholders, competitiveness and suitable returns to shareholders.<br>4. Allocating resources and recruiting personnel with potential for the highest benefits.<br>5. Appointing, removing, transferring, promoting, demoting, cutting salaries or wages, and taking disciplinary action for employees and workers, as well as dismissing employees and workers to vacate office in accordance with the regulations specified by the Committee.<br>6. Promoting and building a strong organizational culture and supporting the vision and growth of the business.<br>7. Closely monitoring the Company's operations, measuring operating results and reporting activities completely performed by the Management to the Board of Directors periodically and in a timely manner.<br>8. Considering, screening, and proposing for approval from the Board of Directors regarding the Company's policies and business directions, matters possibly causing significant changes to the Company's business, and matters requiring compliance with laws and regulations of the Stock Exchange of Thailand.<br>9. Preparing details of operating authority within the Company to decentralize employees to perform operations and make decisions efficiently and flexibly without losing control in order to propose them to the Board of Directors for approval.<br>10. Preparing financial position reports and financial statements for the Board of Directors to consider and approve them every quarter. |

The aforementioned delegation of authority to the Chief Executive officer must not be in the manner that allows the authorized person to approve transactions in which he/she or persons may have conflicts, interests, or conflicts of interest in any other manners with the Company or its subsidiaries, unless it is a normal course of business of the Company and passes the resolution of the Board of Directors' Meeting where independent directors attend the meeting and establish a clear framework for consideration only. However, it shall be in accordance with the criteria of the Office of the Securities and Exchange Commission, Thailand and regulations of the Stock Exchange of Thailand or other government agencies.

### Job Position Combination or Separation

The Company combines the positions of Chairman of the Board and the Chief Executive officer to achieve the efficiency of the management and save money. However, the resolutions of every meeting must be approved by the majority votes. The Chairman will cast a vote in the case of a tie vote only. Decisions on important matters must be resolved unanimously by all directors who attend the meeting. If any director disapproves, such agenda will not be approved by the Board of Directors. In the event that the Chairman of the Board has interests in that agenda, the Chairman of the Board will abstain from voting. The roles and duties of Chairman of the board will be separate from Chief Executive officer. (See to "Separation of Roles and Duties of the Board of Directors from the Management Team"), Appointing the chairman of independent director to jointly determine the agenda of the Board of Directors' meeting to balance the power between the Board of Directors and the Management.

### Disclosure of Information of Directors and Persons having Controlling Power over the Company Operating Business of Holding Company

Details are shown in Attachment 2.

## 7.2.3 Roles and Duties of the Board of Directors

The Board of Directors performs duties by taking into account the principles of integrity, transparency, fairness and prudence to protect the interests of the Company. The details are as follows:

### The duties and responsibilities of the Board of Directors are divided into 2 areas as follows:

#### 1. Establishment of Business Directions, Policies and Strategies

- Providing an adequate system or mechanism to ensure that the Company's operations are in accordance with the laws, objectives, goals, Articles of Association and operating policies, including resolutions of the Shareholders' Meeting and protecting the interests of the Company based on the principles of good corporate governance.
- Defining a vision, mission, corporate values, strategic direction, objectives, main goals, and operating policy of the Company; Vision, mission, corporate values, strategic directions, objectives, main goals and operating policy of the Company are reviewed on a regular basis and approved annually. The Management is monitored and supervised to implement such matters in accordance with the established policies and plans efficiently and effectively to be consistent with the business plan of the Company.

- Controlling and oversight the operations of the Company to be in accordance with the rules and regulations of relevant agencies, being responsible and protecting the interests of shareholders to create values to the business sustainably, disclosing information to shareholders and all relevant parties adequately, correctly, completely and transparently with standards.
- Ensuring that there are clear anti-corruption policies and practices and complaint handling mechanism and communicating them to all levels of the organization and third parties for practical operations.
- Consent to important strategies and operating policies, including objectives, financial goals, and the Company's action plans, and following up, evaluating and supervising the report on performances in order to comply with the specified plans, objectives and goals.
- Considering and approval the annual budget for the Company's investment and business operations as well as supervising the use of the Company's resources.
- Appointing and clearly defining the scope of duties of the Executive Committee and the Management Committee.
- Considering and appointing sub-committees to provide assistance in performing duties in accordance with the responsibilities of the Board of Directors, and clearly defining the scope of duties of the sub-committees and preparing the report on performances of the sub-committees.
- Promoting the application of information technology as a part of the strategy and operation by ensuring that information technology is used to increase business opportunities, performance development and sustainability of the business.
- Focusing on and supporting innovation that creates added values to the business while creating benefits for customers or related parties, society and environment.
- Providing a mechanism to ensure that shareholders take part in making decisions on important matters of the Company and organizing an annual general meeting of shareholders within 4 months from the closing date of the Company's year-end account and holding an extraordinary general meeting of shareholders when necessary to be orderly, transparently, and efficiently and facilitate shareholders to exercise their rights.
- Establishing a mechanism for supervising policies and operations of subsidiaries and other businesses in which the Company significantly invests.
- Organizing the Board of Directors' Meeting every quarter by determining the meeting schedule and agenda in advance. At the meeting, there must be not less than one-half of the directors attending the meeting. The final decision of the meeting shall be made by a majority vote. In the case of a tie vote, the Chairman of the meeting shall have a casting vote.
- Encouraging the Management Committee, executives, or other related parties to attend a meeting in order to provide additional details as it pertains to the issue directly.
- Providing advices, jointly discussing issues widely and thoroughly, making decisions with careful discretion on matters proposed in accordance with the agenda of the Board of Directors' Meeting, and being independent to propose matters that are beneficial to the Company to the agenda.

- Preparing a report of the Board of Directors' responsibility for financial reports by presenting together with the auditor's report in the annual registration statement/ the annual report (Form 56-1 One Report) and covering important matters in accordance with the policy on good practices for directors of listed companies of the Stock Exchange of Thailand.
- Reporting stakes by recording in the minutes of the Board of Directors' Meeting.
- Determining and amending the names of the directors authorized to sign and bind the Company.
- Delegating authority to the Chief Executive officer for the Company's business operations, including the authority to appoint and dismiss employees of the Company, as well as determining remuneration in accordance with the policy of the Board of Directors, and delegating authority to perform operations to employees that is consistent with the business situation.
- Promoting the application of information technology to disseminate information and to be able to access additional necessary information. If necessary, the Board of Directors can provide opinions from independent advisors or external professionals at the expense of the Company.
- Participating in building and driving an ethical organizational culture whereas the Board of Directors should behave as a model as a leader of corporate governance.

## 2. Monitoring of Operations of the Management for Inspection of Balance and Consistency with Directions of the Company

Such assignment shall not release the duties and responsibilities of the Board of Directors. The Board of Directors should also monitor the Management to perform its assigned duties as follows:

### 2.1 Corporate Governance

- Monitoring and supervising the Management Committee to operate businesses with social and environmental responsibility included in the Operational Plan and applying the strategic plan to the Operational Plan in accordance with the strategic plans, main goals and objectives of the Company, including establishing a framework for budget allocation and resource management for the efficient and effective development, considering the impacts and development of resources throughout the value chain.
- The Management Committee reports the performances at least once a quarter in order to be able to control and supervise the performances of the Management Committee continuously and timely.
- Non-executive directors hold meetings as necessary to discuss issues on management that are in the limelight without the Management attending the meeting and report it to the Chief Executive officer for acknowledgment.
- Ensuring that there is adequate monitoring of the financial liquidity and solvency of the entity and providing plans for solution to recover the operational status in the event that financial difficulties occur or are likely to occur.

- Monitoring, managing and following the solution of potential conflicts of interest and connected transactions to be in accordance with the procedures and information disclosure stipulated by the laws, including the prevention of improper use of the Company's assets, information and opportunities and transactions made with those who have a connected relationship with the Company in an inappropriate manner.
- Supervising departments and persons responsible for investor relations, determining the direction, supporting operations on investor relations, and ensuring that there is an appropriate and fair communication channel with each group of shareholders and stakeholders, such as investors, analysts and the media.
- Providing accounting, financial reporting and auditing systems, including ensuring that there are an efficient, effective of internal control and internal audit system.
- Preparing of financial statement at the end of the Company's fiscal year and proposing them to the Shareholders' Meeting at the Annual General Meeting to consider and approve the balance sheet and profit and loss account; The Board of Directors must allow the auditors to complete the audit before presenting it to the Shareholders' Meeting.
- Providing complete, accurate and sufficient financial information and general information that are important to shareholders and verifying the authentication of the reported information.
- Providing accurate, clear, transparent, and reliable disclosure of financial and non-financial information with high standards.

### 2.2 Internal Control and Risk Management

- Establishing guidelines for risk management comprehensively and ensuring that the executives provide an internal control system or effective risk management processes.
- Providing the internal control and audit, as well as establishing a system for financial and operational control, supervising operations, and controlling and managing risks.

### 2.3 Determination of Remuneration of Directors

- The Board of Directors is responsible for proposing directors' remuneration to the Shareholders' Meeting for approval by considering the structure and the rate of remuneration to be suitable for duties and responsibilities and motivating the Board of Directors to lead the organization to achieve both short-term and long-term goals.

### 2.4 Determination of Remuneration of Executive Management

- Appointing and determining the remuneration of the Chairman of the Executive Committee.
- Ensuring that there is an appropriate system or mechanism for remuneration payment of senior executives in order to create both short-term and long-term motivation for performance which is in line with the main objectives and goals of the Company.
- The Board of Directors is responsible for evaluating the performances of executive management and determines the remuneration based on their performances.

## 3. Self-Assessment

The Board of Directors provides an annual performance assessment of the Board of Directors, sub-committees and individual directors at least once a year through the Nomination and Compensation Committee. The results are applied to the development of the directors' performance of duties.

## 4. Appointment of Qualified Persons to Act as Company Secretary

**Appointment and Removal of Directors**

The Board of Directors assigns the Nomination and Compensation Committee to propose the appointment to the Shareholders' Meeting for approval in accordance with the rules and procedures prescribed in the Company's Articles of Association with the following substances:

1. Directors of the Company are elected by the Shareholders' Meeting by not less than 5 persons and there are at least 3 independent directors. Not less than one-half of the total number of directors must have residence in the Kingdom and at least one director of the Company must have knowledge in accounting and finance. The directors must possess qualifications as specified by laws and regulations.
2. The Shareholders' Meeting shall elect directors. The Nomination Committee selects and nominates qualified persons according to the following rules;

   (1) A shareholder has one vote. One share equals to one vote.

   (2) Each shareholder is required to exercise all his votes under (1) to elect one person or several persons to be a director. However, the shareholder shall not allot his/her votes to any person in any number.

   (3) The candidates shall be ranked in order descending from the highest number of votes received to the lowest and shall be appointed as directors in that order in the amount required in the election or to be elected at that time. In the event that the persons who are elected in descending order of votes obtain the equal number of votes exceeding the number of directors required or to be elected at that time, the Chairman shall have a casting vote.
3. At each Annual General Meeting, one-third of the directors must vacate office. If the number of directors is not a multiple of three, then the number nearest to one-third must vacate office. The directors to vacate office in the first and second years following the registration of the company shall be drawn by lots. In every subsequent year, the directors who have been longest in office shall vacate office.
4. Any director who wishes to resign from his/her position shall submit a resignation letter to the Company. The resignation takes effect as from the date on which the letter of resignation reaches the Company.
5. In the case where any director shall vacate office prior to his/her retirement by rotation, the resolution must be passed by a vote of not less than three-fourths of the number of shareholders present at the meeting and eligible to vote and representing at least one half of the total number of shares held by the shareholders present at the meeting and eligible to vote.

**Authorization Granted by Board of Directors**

Two of four directors authorized to sign on behalf of the Company shall jointly sign to authorize other directors or other persons to act on behalf of the Company within a certain period of time.

The delegation of authority and the responsibilities of the Board of Directors will not be in the manner of the delegation or sub-delegation of authority which the Board of Directors or an authorized person of the Board of Directors is able to approve transactions that he/she or a person having a potential conflict (as defined in the Notification of the SEC Board) for the Company and its subsidiaries. The approval authority of the Board of Directors is as follows:

- Considering and approving the acquisition or disposal of assets, unless such transaction is subject to approval from the Shareholders' Meeting; such approval shall be in accordance with the notifications, regulations and/or rules relating to the Office of the Securities and Exchange Commission, Thailand.
- Considering and approving connected transactions, unless such transaction is subject to approval from the Shareholders' Meeting; such approval shall be in accordance with the notifications, regulations and/or rules relating to the Office of the Securities and Exchange Commission, Thailand.
- Considering and approving the payment of interim dividends to shareholders, when the Company earns the reasonable amount of profits to do so, and reporting such dividend payment to the Shareholders' Meeting at the next shareholders' meeting.
- Having the authority to approve any loan or application for credit from financial institutions or setting a new working capital limit (O/D) as well as expenses for investment and land purchase within the limit of each transaction that exceeds 200 million baht per time.

**Authority of Board of Directors**

1. The Board of Directors is responsible for complying with laws, objectives, and Articles of Association of the Company and the resolution of the Shareholders' Meeting by performing duties with responsibilities, duty of loyalty, and duty of care, maintaining current and long-term interests of shareholders, including abiding by rules and regulations of the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, Thailand and the Capital Market Supervisory Board.
2. The Board of Directors has the authority to appoint a director to be the Chairman of the Board and may appoint the Vice Chairman as the Board deems appropriate.
3. The Board of Directors has the authority to appoint a director to be the Chief Executive officer and any person to be the Company Secretary as the Board of Directors deems appropriate.
4. The Board of Directors supervises directors to obtain necessary trainings and development of knowledge continuously in order to enhance their knowledge relating to works by using the Company's resources.

**Meeting and Quorum**

The Company organizes the Board of Directors' Meeting at least once a month and additional extraordinary meetings as necessary. The directors are required to attend every meeting, unless there is a necessary reason. The meeting's date, time and agenda are clearly set in advance throughout the year. It is scheduled on the 2nd Tuesday of the month. An invitation letter stating the agenda and supporting documents shall be submitted to each director at least 7 days in advance prior to the date of the meeting to allow sufficient time for each director to study them before the meeting, unless there is an urgent case that affects the interests of the Company. The Company records the minutes of meeting at every meeting within 14 days from the date of the meeting, which consists of details including written opinions / observations. All directors are able to request for the review of the minutes of meeting from the Company Secretary at all times. The minutes of meeting approved by the Board of Directors must be kept together with all relevant documents.

1. The Company establishes a policy stipulating that, if the director is considered to have interests that may conflict with the interests of the Company in any agenda, the Company Secretary will not submit such agenda to such director. Directors with interests must temporarily leave the meeting room and abstain from voting on such agenda, which is the practice that the Board of Directors has always performed.
2. At the Board of Directors' meeting, at least half of total number of directors present at the meeting is required to constitute a quorum. In the event that the Chairman of the Board is absent from the meeting or is unable to perform his duties, if there is a vice-chairman, the vice-chairman shall preside over the meeting. If there is no vice Chairman or the vice chairman is unable to perform his duties, the members present at the meeting shall elect one director to preside over the meeting.
3. The final decision of the meeting shall be made by a majority vote.
4. One director has 1 vote, unless the director having interests in any matter has no right to vote on that matter. In the case of a tie vote, the Chairman of the Meeting shall have a casting vote.
5. To summon the Board of Directors' Meeting, the Chairman of the Board or an assigned person shall submit an invitation letter no less than 7 days before the date of the meeting. Unless there is an urgent and necessary case for protecting rights or interests of the Company, the meeting appointment shall be notified by other means and the date of the meeting may be scheduled to the earlier date.
6. For the good corporate governance, the Company has a policy by setting a minimum quorum at the time of voting that there must be no less than two-thirds of the total number of directors present at the meeting.

**Performance of Duties of Board of Directors**

In 2023, the Company held 12 Board of Directors' Meetings. The performances of the Board of Directors can be summarized as follows:

- Considering and proposing the determination of bonuses and meeting allowances of the Board of Directors, the Audit Committee, and other sub-committees appointed by the Board of Directors.
- Considering and proposing the appointment of the auditor and determining the audit fee.
- Considering and proposing the election of directors to replace those who retire by rotation.
- Considering and proposing to Annual General Meeting of Shareholders to approve profit allocation in order to pay dividends to shareholders.
- Considering and proposing amendments to the Business Registration Certificate and Articles of Association.
- Considering and approving the financial statements for the year ended on December 31, 2022.
- Considering and approving the schedule for Annual General Meeting of Shareholders.
- Considering and approving the evaluation criteria of the Executive Committee.
- Considering and approving the renewal of directors and officers liability insurance.
- Considering and approving the purchase of land and approving foreign investment.
- Considering and approving the Policy on Interests Reporting.
- Considering and approving the Board of Directors' Diversity Policy.
- Considering and approving the Independent Directors Committee Charter.
- Considering and approving the Charter of the Nomination and Compensation Committee.
- Considering and proposing the issuance and offering of debentures.
- Considering and reviewing Core Values to create norms for employees to implement and become an organizational culture
- Acknowledging connected transactions and reporting securities holding of directors and executives.

## Q2/2023

- Considering and approving the purchase of land and approving investment in foreign projects.
- Considering and approving the financial statements for the first quarter ended March 31, 2023.
- Acknowledgment connected transactions and reporting securities holding of directors and executives.

## Q3/2023

- Considering and approving the purchase of land and approving investment in foreign projects.
- Considering and approving the financial statements for the Second quarter ended June 30, 2023.
- Considering and approving the interim dividend payments.
- Considering and approving the schedule for the Board of Directors' Meetings and the Annual General Meeting of Shareholders.
- Considering and approving the notice to shareholders to propose agenda items, questions, and directors in advance before the date of the Annual General Meeting of Shareholders.
- Acknowledging connected transactions and reporting securities holding of directors and executives.
- Considering and approving anti-corruption policy and measures

## Q4/2023

- Considering and reviewing Vision, Mission, Organization's Values, Management Philosophy and Organization Culture.
- Considering and approving the purchase of land and approving investment in foreign projects.
- Considering and approving the financial statements for the third quarter ended September 30, 2023.
- Considering and approving the Risk Management Charter.
- Considering and approving the Abuse and Harassment Policy.
- Considering and approving the Treatment of Employees Policy.
- Considering and approving the Risk Management Policy.
- Acknowledging connected transactions and reporting securities holding of directors and executives.

# 7.3 Sub-committees

## 7.3.1 Structure of Board of Directors

The Board of Directors appointed directors who have appropriate knowledge and expertise to be a sub-committee in order to provide assistance in conducting studies and screening important matters required close monitoring in each aspect and proposing opinions to the Board of Directors. The Company's 4 sub-committees consist of

- The Audit Committee
- The Nomination and Compensation Committee
- The Corporate Governance and Sustainability Development Committee
- The Risk Management Committee

## 7.3.2 Details of Sub-committees and Scope of Authorities and Duties

### The Audit Committee

The Board of Directors approved the appointment of the Audit Committee by selecting the Company's directors who were qualified under the Securities and Stock Exchange Act. It consists of 3 independent directors. All members of the Audit Committee are experienced and have sufficient knowledge, understanding and capabilities on financial accounting for reviewing financial statements. The names are listed as follows:

**Mr. Anant Gatepithaya**
Chairman of the Audit Committee / Independent Director

**Assist.Prof. Aswin Bijayayodhin**
Director of the Audit Committee / Independent Director

**Assoc.Prof.Dr. Somjai Phagaphasvivat**
Director of the Audit Committee / Independent Director

**Secretary of the Audit Committee:** Ms.Toopthong Hirunyanulak

The Board of Directors establishes the charter of the Audit Committee as follows:

#### Constitution of the Audit Committee

1. The members of the Audit Committee must be an independent director.
2. The Audit Committee must consist of at least 3 members. At least 1 member must have knowledgeable in finance and accounting.

## The Qualifications of the Audit Committee

1. Appointed by the Board of Directors or the Shareholders' Meeting of the Company to be the independent director.
2. Holding no more than 0.5 percent of the total voting shares of the Company, subsidiary, associate company, major shareholder, or controlling person of the Company, including shares held by the connected persons of such independent director.
3. Not being or having been an executive director, employee, staff, advisor earning regular monthly salary or the controlling person of the Company, subsidiary, associate company, same-level subsidiary, major shareholder or controlling person of the Company, unless the foregoing status has ended for at least two years prior to the date of filing the application with the the Securities and Exchange Commission, Thailand. In this regard, such prohibited characteristics shall exclude the case where an independent director used to be a government official or advisor of a governmental agency, which is a major shareholder or the controlling person of the Company.
4. Not being a person who is related by blood or legal registration as father, mother, spouse, sibling and child, including spouse of child, other directors, executives, major shareholders, controlling person or person to be nominated as director, or controlling person of the Company or its subsidiary.
5. Not having or having had a business relationship with the Company, subsidiary, associate company, major shareholder or controlling person of the Company in a manner that may interfere with independent discretion, which includes not being or having been a significant shareholder or the controlling person of any person having a business relationship with the Company, subsidiary, associate company, major shareholder, or controlling person of the Company, unless such foregoing relationships have ended for at least two years prior to the date of filing the application with the Securities and Exchange Commission, Thailand.

   The business relationship under Paragraph 1 shall include normal business transactions, rental or lease of real estate, transactions related to assets or services or granting or receipt of financial assistance through receiving or extending loan, guarantee, providing assets as collateral, and any other similar actions, which result in the Company or the counterparty being subject to indebtedness payable to the other party in an amount staring from three percent of the net tangible assets of the applicant or from twenty million baht or more, whichever amount is lower. In this regard, the calculation of such indebtedness shall be in accordance with the method for calculating the value of related party transactions under the Notification of

the Capital Market Supervisory Board Re: Rules on Execution of Related Party Transactions, mutatis mutandis. In any case, the consideration of such indebtedness shall include the indebtedness incurred during the period of one year to the date of establishing the business relationship with the related person.

6. Not being or having been an auditor of the Company, subsidiary, associate company, major shareholder, or controlling person of the Company, and not being a significant shareholder, controlling person, or partner of the audit firm which employs the auditor of the Company, subsidiary, associate company, major shareholder, or controlling person of the Company, unless the foregoing relationship has ended for not less than two years prior to the date of filing the application with the Securities and Exchange Commission, Thailand.
7. Not being or having been a provider of professional services, which includes serving as a legal advisor or financial advisor being paid with a service fee of more than two million baht per year by the Company, subsidiary, associate company, majority shareholder, or controlling person of the Company, and not being a significant shareholder, controlling person, or partner of such provider of professional services, unless the foregoing relationship has ended for not less than two years prior to the date of filing the application with the Securities and Exchange Commission, Thailand.
8. Not being a director who is appointed as the representative of directors of the Company, major shareholder, or shareholder who is a connected person of a majority shareholder.
9. Not undertaking any business of the same nature and in significant competition with the business of the Company or its subsidiary, or not being a significant partner in a partnership, or an executive director, employee, staff, advisor earning regular monthly salary, or holding more than one percent of the voting shares of another company that undertakes a business of the same nature and in significant competition with the business of the Company or its subsidiary.
10. Not having any other characteristics that cause the inability to express independent opinions on the business operation of the Company.
11. The independent director who is qualified according to item 1 - 10 may be assigned by the Board of Directors to make decision on the operations of the Company, the operations of the subsidiaries, associates, or juristic persons which may have a conflict. The decision could be made in the form of panel.

## Scope of Duties and Responsibilities

1. Reviewing the Company's accurate financial reports and sufficient disclosure, including reviewing reports on non-financial operating results and also providing opinions and considering management approaches to ensure appropriate and transparent operations according to the guidelines.
2. Reviewing the Company's appropriate and effective internal control system and internal audit and considering the independence of the Internal Audit Section as well as approving a proposal of appointment, transfer and termination of the Head of the Internal Audit Section or any other section responsible for internal audit.
3. Reviewing the Company's compliance with the law on securities and exchange of Thailand, requirements of the Stock Exchange of Thailand or laws relating to the Company's business.
4. Reviewing the efficiency and appropriateness of the risk management and also providing suggestions and systematically follow up the progress of significant risk management.
5. Reviewing the Company's measures of internal control, including supervising, complying with anti-corruption measures, assessing risks, providing suggestions and reporting the audit results according to anti-corruption measures to the Board of Directors for acknowledgment on a regular basis.
6. Considering, selecting and nominating the appointment of an independent person to act as the Company's auditor, including proposing the re-election of the external auditor, the termination of employment of the former external auditor and the remuneration of such person, as well as attending a meeting with the auditor without the Management at least once a year.
7. Considering related transaction or transactions that may have conflicts of interest to be in accordance with the laws and regulations of the Stock Exchange of Thailand, in order to ensure that such transactions are reasonable and are for the utmost benefits to the Company.
8. Preparing a report of the Audit Committee and disclosing in the annual report of the Company. Such report must be signed by the Chairman of the Audit Committee and must contain at least the following items:
    - 8.1 Opinions on correctness, completeness and credibility of the Company's financial reports and non-financial reports.
    - 8.2 Opinions on risk management.
    - 8.3 Opinions on adequacy of the Company's internal control system.

8.4 Opinions on compliance with the laws on securities and exchange of Thailand, requirements of the Stock Exchange of Thailand or laws relating to the Company's businesses.

8.5 Opinions on connected transactions or transactions that may have conflicts of interest.

8.6 Opinions on compliance with anti-corruption measures.

8.7 Opinions on internal audit.

8.8 Opinions on suitability of auditors.

8.9 Number of the Audit Committee Meeting and meeting attendance of each member of the Audit Committee.

8.10 Opinions or overall observations received by the Audit Committee from the performance of their duties under the charter.

8.11 Other items that the shareholders and general investors should know under the scope of duties and responsibilities assigned by the Board of Directors.

9. The Audit Committee is entitled to attend trainings or activities in order to enhance work-related knowledge by using the Company's resources.

10. Reviewing and improving the Audit Committee's Charter and proposing it to the Board of Directors for approval.

## Other acts assigned by the Board of Directors with the approval of the Audit Committee

Regarding the performance of duties, the Audit Committee is directly responsible for the Board of Directors. The Board of Directors also has responsibility for the operations of the Company to any third parties.

Regarding the performance of duties of the Audit Committee, if it is found or it is suspected that there are transactions or actions relating to 1) transactions with conflicts of interest 2) corruption or irregularities or significant deficiencies of the internal control system 3) violation of the laws on securities and exchange of Thailand, requirements of the Stock Exchange of Thailand or laws relating to the Company's businesses, which may have a significant impact on the Company's financial position and operating results, the Audit Committee shall report to the Board of Directors in order to perform any corrective actions within the period deemed appropriate by the Audit Committee.

If the Board of Directors or executives fail to perform any corrective actions within the specified period, any member of the Audit Committee may report such transaction or action to the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand.

### Reporting

After each Audit Committee's Meeting, the secretary of the meeting must summarize the opinions of the Audit Committee's Meeting and submit to the Board of Directors for acknowledgment and/or consideration.

### Miscellaneous

1. The Audit Committee has the authority to invite executives or related persons or auditors to attend the meeting for clarifying additional information.
2. The Audit Committee may seek independent opinions from any other professional advisors as deemed necessary at the expenses of the Company.
3. The Audit Committee is responsible for considering and providing opinions on the nomination, appointment, transfer, approval or termination of executives of the Internal Audit Section.

Interested persons can view the full version of such charter at the Company's website, www.supalai.com, under the section: About us / Board of Director / Sub-committee / Audit Committee / Audit Committee Charter

## The Nomination and Compensation Committee

The Board of Directors approved the appointment of the Nomination and Compensation Committee which consists of 3 members as follows:

**Assoc.Prof.Dr.Virach Aphimeteetamrong**
Chairman of the Nomination and Compensation Committee / Independent Director

**Assoc.Prof.Dr.Somjai Phagaphasvivat**
Director of the Nomination and Compensation Committee / Independent Director

**Mrs.Ajchara Tangmatitham**
Director of the Nomination and Compensation Committee / Director of the Board

**Secretary of the Nomination and Compensation Committee:** Mrs.Varunee Lapitananuvat

The Board of Directors establishes the charter of the Nomination and Compensation Committee as follows:

## Constitution of the Nomination and Compensation Committee

1. More than half of the members of the Nomination and Compensation Committee are independent directors.
2. There are at least 3 members of the Nomination and Compensation Committee. The Chairman of the Nomination and Compensation Committee is an independent director and a senior person or a person with knowledge and experiences.
3. In the year that any member of the Nomination and Compensation Committee is a director nominated to be re-elected for another term, the Nomination and Compensation Committee will not attend the meeting for that agenda.

## Qualifications of the Nomination and Compensation Committee

1. Appointed by the Board of Directors or the shareholders' Meeting of the Company to be a member of the Nomination and Compensation Committee.
2. Not having any other characteristics causing to be incapable of expressing independent opinions on the consideration of forms and criteria for compensation of directors and senior executives.
3. Being a person who has knowledge, capability, experience, and understanding on qualifications, duties and responsibilities of the Nomination and Compensation Committee, including corporate governance.
4. Having independence in accordance with good corporate governance principles and objectivity for recruiting and selecting persons who deserve to be nominated for the position.
5. Being able to devote sufficient time to perform their duties.

## Scope of Duties and Responsibilities

**Nomination**

1. Reviewing and establishing rules and procedures for transparent and clear recruitment and proposing it to the Board of Directors for approval before nominating directors who complete their terms.
2. Determining and reviewing rules and methods for recruitment in accordance with the Board Skill Matrix approved by the Board of Directors in order to recruit a director who is suitable for the nature of the Company's existing business operations.

3. Inspecting backgrounds, selecting and screening qualified persons to be the Company's directors who have qualifications in skills, experiences and specific capabilities relating to the Company's existing business operations, and proposing them to the Board of Directors and also presenting their names and backgrounds to the Shareholders' Meeting to support the decision-making on the election for position.
4. Considering the qualifications of persons holding the position of independent director that must be independent in accordance with the rules specified by the Company.
5. Considering, selecting and screening qualified persons to be the Chief Executive Officer and proposing it to the Board of Directors for approval.
6. Considering and providing opinions on the proposal of the Chief Executive Officer in order to present the human resource management policy to the Board of Directors to be in line with the Company's business strategies.
7. Ensuring that the succession plan for senior executives in key positions and the list of eligible candidates will be reviewed at regular intervals.

**Compensation**

8. Considering and screening the Compensation of Directors and establishing rules to be suitable for their responsibilities and motivating the Board of Directors to lead the organization to achieve both short-term and long-term goals in order to propose them to the Board of Directors for considering and proposing it for an approval from the Shareholders' Meeting.
9. Establishing the criteria for the annual performance evaluation of the Chairman of the Executive Committee and considering the criteria and remuneration structure of the Chairman of the Executive Committee and the executives at the level of Assistant Managing Director or higher level to motivate them to perform operations under the strategic plan and in line with the interests of stakeholders by including economic, social, environmental, and governance performances, which link to the value created by the Company for shareholders and comparable to the industrial level, experience and assigned obligations of directors.
10. Reviewing strategies for providing benefits and proposing them to the Board of Directors to provide incentives for the employees with potential, including giving suggestions on salary or benefits to senior executives of the Company.
11. Defining a period and conditions for employment of the Chairman of Executive Committee, including benefits, nominating and proposing it to the Board of Directors to consider the successor to the position of the Chairman Executive Officer.

**Other Aspects**

12. Considering the structure and the composition of the Board of Directors by reviewing the number of the Board of Directors and experiences to be suitable for the size, category and complexity of the business, including the benefits of the Board of Directors, and providing suggestions on the selection of qualified candidates to be nominated as the Company's directors in order to request for an approval from the Shareholders' Meeting.
13. Reviewing the policy on diversity of structure of the Company's directors to be in line with Company's business strategies.
14. Reviewing and improving the charter of the Nomination and Compensation Committee and proposing it to the Board of Directors for approval.
15. The Nomination and Compensation Committee has the authority to invite executives or related persons to attend the meeting for clarifying additional information.
16. The Nomination and Compensation Committee may seek advices from experts to ensure the effective performance of duties under the charter at the expenses of the Company.
17. Considering the knowledge development plan of existing directors and new directors to be appropriate and consistent with the roles and duties of directors holding the position, including roles and duties of the Board of Directors and any development that is important to the nature of the Company's existing business operations.
18. Considering the knowledge development plan of senior executives to have skills and characteristics that are necessary to drive the organization towards its goals.
19. The Nomination and Compensation Committee shall be entitled to attend trainings or activities in order to enhance work-related knowledge by using the Company's resources.
20. Considering the name list of directors submitted by shareholders in advance and proposing them to the Board of Directors and shareholders for consideration respectively.
21. Performing other duties relating to the nomination and compensation as assigned by the Board of Directors.

## Reporting

After each Nomination and Compensation Committee's Meeting, the Chairman of the meeting summarizes the opinions of the Nomination and Compensation Committee's Meeting and proposes them to the Board of Directors for acknowledgment and/or consideration, and preparing a report on performances of the Nomination and Compensation Committee in order to disclose it in the annual registration statement / annual report (Form 56-1 One Report) of the Company which is signed by the Chairman of the Nomination and Compensation Committee.

## Information Disclosure

Conducting the disclosure of information on the nomination and compensation policy, responsibilities of the Board of Directors, forms of compensation and amount of compensation of the Board of Directors and the Chief Executive Officer, the managing director, and senior executives in the annual registration statement/annual report (Form 56-1 One Report), including providing the disclosure of independence or supervising that there is no conflict of interest of advisors of the Nomination and Compensation Committee.

## Performance Evaluation of the Nomination and Compensation Committee

The Nomination and Compensation Committee provides the performance evaluation of the Board of Directors and sub-committees in the form of a group and an individual (Self-assessment) at least once a year and reports it to the Board of Directors for acknowledgment in order to apply such evaluation results to improve operations efficiently and achieve the specified objectives.

For those interested can view the full version of such charter at the Company's website, www.supalai.com, under the section: About us / Board of Directors / Sub-Committees / the Nomination and Compensation Committee / Nomination and Compensation Committee Charter.

## The Corporate Governance and Sustainability Development Committee

The Board of Directors approved the appointment of the Corporate Governance and Sustainability Development Committee, which consists of 4 members as follows:

**Assoc.Prof.Dr.Somjai Phagaphasvivat**
Chairman of the Corporate Governance and Sustainability Development Committee / Independent Director

**Mr.Atip Bijanonda**
Director of the Corporate Governance and Sustainability Development Committee / Director of the Board

**Mr.Prasas Tangmatitam**
Director of the Corporate Governance and Sustainability Development Committee / Director of the Board

**Mr.Tritecha Tangmatitham**
Director of the Corporate Governance and Sustainability Development Committee / Director of the Board

**Secretary of the Corporate Governance and Sustainability Development Committee:** Ms.Toopthong Hirunyanulak

The Board of Directors establishes the charter of the Corporate Governance and Sustainability Development Committee as follows:

## Constitution of the Corporate Governance and Sustainability Development Committee

The Committee consists of at least 3 directors. At least 1 director must have knowledge and understanding of the principles of good corporate governance, including sustainable development. The Chairman of the Committee is an Independent director.

## Qualifications of the Corporate Governance and Sustainability Development Committee

1. The Nomination and Compensation Committee will annually consider and select appropriate persons from the members of the Board of directors and/or any qualified candidates propose for further consideration and appointed by the Board of Directors as a member of the Committee.
2. There are no other characteristics that cause them to be unable to express opinions independently.

## Scope of Duties and Responsibilities

1. To prescribe importance principles and procedures of the corporate governance process that is effective and suitable for the Company.
2. To oversee the works performed by the directors and the management to ensure compliance with the good corporate governance of the regulatory agencies, i.e. the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission.
3. To provide to the Good Corporate Governance Task Force the Company's policy on good corporate governance.
4. To develop and announce excellent corporate governance principles.
5. To lay down policy and support the annual self assessment of internal corporate governance standards.
6. To develop and prepare supervision plan to ensure the implementation of the announced corporate governance principles.
7. To review the good corporate governance principle (CG Code) by means that are suitable to the Company's business at least once a year, compared with international practice and recommendations of regulatory agencies or relevant agencies given to the Board.
8. To review the Board's Manual to ensure its continuing suitability for the Company's business while submitting the Board Charter as well as the charters for all committees appointed by the Company.

9. To provide recommendations relating to business ethics and code of conduct for directors, executives and employees.
10. To review the Corporate Governance Policy Manual and policies relating to sustainability management to ensure continuity and appropriateness for the Company's business as well as support and promote action plans to balance the economic, social, and environmental dimensions under the principles of good governance integratedly, and also cooperate with stakeholders to drive operations for sustainability.
11. To review the Company's values as well as public announcements in regard to good corporate governance.
12. To encourage the dissemination of good corporate governance culture for understanding by the executives and employees of every level and with real practice.
13. To review and report to the Board of Directors regarding good corporate governance of the Company and provide opinions on practical guidelines and recommendations for improvement as deemed appropriate.
14. To supervise and ensure that good corporate governance principles are implemented.
15. To provide advice to the task force for preparation in receiving rating for good corporate governance by external central unit not less than 1 time in every 3-year period.
16. To arrange in place a system to receive complaints from interest persons in the case concerning corporate governance and business ethics and code of conduct for directors, executives and employees.
17. The rights to invite concerned parties or persons deemed appropriate to attend the meeting or to give explanation on related matters.
18. The duties and responsibilities to report its duties or any other assigned duties to the Board of Directors at least once a year.
19. May request for advice from specialists in order to be able to efficiently perform its duties according to the Charter with the expenses paid by the Company.
20. The right to attend trainings or to participate in activities in order to increase knowledge on concerning work by using the Company's resources.
21. To review and amend the Committee Charter and propose to the Board of Director for approval.
22. To supervise and provide advices on the implementation of social, environmental, and good governance responsibility.

## Reporting

After each meeting of the Committee, the secretary of the meeting shall summarize the opinions and comments of the meeting and submit to the Company's Board of Directors for acknowledgement and / or consideration within the date of the next Board meeting.

## Performance Evaluation of the Corporate Governance and Sustainability Development Committee

The performance of the Committee must be evaluated at least once a year and reported to the Board of Directors in order to apply the assessment results to improve operational efficiency and achieve its objectives.

Interested persons can view the full version of such charter at the Company's website, www.supalai.com, under the section: About us / Board of Directors / Sub-Committees / Corporate Governance and Sustainability Development Committee / Corporate Governance and Sustainability Development Committee Charter.

## The Risk Management Committee

The Board of Directors approved the appointment of the Risk Management Committee, which consists of 11 members as follows:

**Mr.Atip Bijanonda**
Chairman of the Risk Management Committee / Director of the Board

**Mr.Anant Gatepithaya**
Director of the Risk Management Committee / Independent Director

**Mr.Tritecha Tangmatitham**
Director of the Risk Management Committee / Director of the Board

**Mrs.Varunee Lapitananuvat**
Director of the Risk Management Committee / Management Director

**Mr.Kittipong Sirilaktrakun**
Director of the Risk Management Committee / Management Director

**Mr.Boonchai Chaiananbovorn**
Director of the Risk Management Committee / Management Director

**Ms.Tanwarat Punyaratana**
Director of the Risk Management Committee / Management Director

**Mrs.Siriporn Wangsapar**
Director of the Risk Management Committee / Management Director

**Mr.Rachai Piyavajanusorn**
Director of the Risk Management Committee / Management Director

**Mr.Krid Chancharoensuk**
Director of the Risk Management Committee / Management Director

**Mr.Chaijak Watanyoo**
Director of the Risk Management Committee / Management Director

## The Risk Management Sub-committee

The Board of Directors approved the appointment of the Risk Management Sub-committee, which consists of 9 members as follows:

| No. | First Name - Last Name | | Position in the Risk Management Sub-Committee | Position in the Company |
|---|---|---|---|---|
| 1 | Mr.Tritecha | Tangmatitham | Chairman | Director of the Board |
| 2 | Mrs.Varunee | Lapitananuvat | Director | Management Director |
| 3 | Mr.Kittipong | Sirilaktrakun | Director | Management Director |
| 4 | Mr.Boonchai | Chaiananbovorn | Director | Management Director |
| 5 | Ms.Tanwarat | Punyaratana | Director | Management Director |
| 6 | Mrs.Siriporn | Wangsapar | Director | Management Director |
| 7 | Mr.Rachai | Piyavajanusorn | Director | Management Director |
| 8 | Mr.Krid | Chancharoensuk | Director | Management Director |
| 9 | Mr.Chaijak | Watanyoo | Director | Management Director |

The Board of Directors establishes the charter of the Risk Management Committee as follows:

### Constitution of the Risk Management Committee

The Risk Management Committee shall be appointed by the Board of Directors and composes of the Management Committee and at least 1 independent director.

## Qualifications of the Risk Management Committee

1. Appointed by the Board of Directors to be the Risk Management Committee members.
2. There is no any other aspect preventing members from making comment freely on consideration of risk.
3. The Risk Management Committee who are qualified according to 1 - 2 may be assigned by the Board of Directors to make decision on the operations of the Company's subsidiaries, associated companies or juristic persons which may have a conflict. The decision could be made in the form of tribunal.

## Scope of Duties and Responsibilities

1. To specify the policy and guidelines for risk management relating to the business operations of the Company appropriately and effectively.
2. To specify, review and approve the risk management plan which covers the major risk categories, such as Strategy Risk, Operation Risk, Financial Risk, Compliance Risk, Corruption Risk, Market Risk, Cyber Risk, Emerging Risk and materiality issues regarding the sustainability of the company covering Environmental, Social and Governance (ESG).
3. To approve Corporate Risk Map and Risk Radar Chart by considering the relationship of risks, impact on each unit of the Company, and risk level.
4. To set up Risk appetite.
5. To degree of risk by likelihood and impact of major risk.
6. To follow up and assess the degree of risk to be continuous and oversee the Business Continuity Plan.
7. To consider material issues on sustainability.
8. To establish the internal control system that covers all aspects.
9. To consider and review the risk management guidelines and tools for efficiency and proper to the nature and size of risk each of transactions conducted by the Company while also providing comments and suggestions on key issues regarding the risk management of the Company.
10. The Risk Management Committee is authorized to invite the executives, concerned persons, or specialists to attend meeting for further clarification so that the Committee can efficiently perform duties under the Charter.

11. To oversee and promote communication, activity or process to operate to create awareness about risk management. By providing trainings approach to risk management to executives and employees.
12. To consider and approve produce a risk management manual to be distributed to employees.
13. To oversee and promote the Risk Management Culture throughout the organization for sustainable growth.
14. To oversee and promote for people in the Company to take a knowledge test regarding the risk management policy and structure as well as their responsibilities toward such matters.
15. Member of the Risk Management Committee are entitled to attend trainings and activities to increase their knowledge in related fields using resources of the Company.
16. To oversee and monitor the development of innovations and resource management for corporate risk management so that the business can provide the support plan for changes that cover economic, social and environmental aspects.
17. To perform any other duties assigned by the Board of Directors.

## Reporting

After each meeting of the Risk Management Committee, the Chairman of the meeting shall summarize the opinions and comments of the meeting and submit to the Company's Board of Directors for acknowledgement and/or consideration.

Interested persons can view the full version of such charter at the Company's website, www.supalai.com, under the section: About us / Board of Director / Sub-Committees / Risk Management Committee / Risk Management Committee Charter.

# 7.4 Executive Committee

## 7.4.1 Executive Committee and Management Committee

### Executive Committee

**Dr.Prateep Tangmatitham**
Chief Executive Officer

**Mrs.Ajchara Tangmatitham**
Executive Vice President

**Mr.Tritecha Tangmatitham**
Managing Director

## Duties and Responsibilities of the Executive Committee

1. Establishing guidelines, goals, strategies, action plan, annual budget and management authority of the Company to propose to the Board of Directors for approval.
2. Supervising the management and operations of the Company to be efficient and effective and inspecting, monitoring and evaluating the Company's performance in accordance with the approved business plan.
3. Reviewing the performances at intervals to find solutions rapidly to achieve business goals.
4. Evaluating and screening large-scale investment projects and annual budgets before submitting them to the Board of Directors for consideration.
5. Establishing organizational structure and effective management, covering the recruitment, training, employment and dismissal of the Company's employees, executives and top management.
6. Providing information to the Board of Directors on making decisions on important matters and performing any other duties assigned by the Board of Directors.
7. Being a representative of the Company and acting on behalf of the Company with third parties.
8. Having the authority to consider and approve the investment expenditures for land purchases within the limit of each item of not exceeding 200 million baht per time.
9. The Executive Committee has the right to attend trainings or participate in an activity in order to enhance knowledge on relating work by using the Company's resources.
10. Preparing a succession plan and development plan for top management position and also reporting the implementation of the plan to the Nomination and Compensation Committee and the Board of Directors for consideration.
11. Providing the risk management and supervising the compliance with internal control principles.
12. Providing a manual on operating authority that is suitable for responsibilities of the Management Committee.
13. Allocating resources, development and budget, such as human resource management policy and plan and information technology policy.
14. Supervising the disclosure of financial and non-financial information to be complete, correct and reliable.

In addition, two executive directors have authority to approve the purchase of land within the limit of each item of not more than 100 million baht per time. The Executive Committee has the power to approve the amount exceeding 100 million baht but not more than 200 million baht. Each Executive Committee has the authority to consider and approve the purchase of construction materials within the limit of each item according to the operating authority.

However, the above authorization to the executive director must not be in the manner that allows the authorized person to be able to approve transactions in which he/she or a person may have a conflict, interests, or a conflict of interest in any other way with the Company or its subsidiary, unless it is the Company's normal course of business and a resolution of the Board of Directors' Meeting with independent directors is obtained and a framework for consideration is clearly established only. This shall be in accordance with the criteria of the Office of the Securities and Exchange Commission, Thailand and the Regulations of the Stock Exchange of Thailand or as specified by other government agencies.

## Management Committee

The Management Committee consists of the Chief Executive Officer, Executive Vice President, Managing Director, Deputy Managing Director, Assistant Managing Director and Senior Director.

**Dr.Prateep Tangmatitham***
Chief Executive Officer

**Mrs.Ajchara Tangmatitham***
Executive Vice President

**Mr.Tritecha Tangmatitham***
Managing Director

**Mrs.Varunee Lapitananuvat***
Deputy Managing Director of Finance and Administration

**Mr.Punnapan Nengpetch****
Deputy Managing Director of Low Rise Construction

**Mr.Kittipong Sirilaktrakun***
Deputy Managing Director of Construction

**Mr.Boonchai Chaiananbovorn***
Deputy Managing Director of Regional Project 2

**Ms.Tanwarat Punyaratana**
Assistant Managing Director of Low Rise Marketing & Sales

**Mrs.Siriporn Wangsapar***
Assistant Managing Director (Chief Financial Officer)

**Mr.Rachai Piyavachanusorn**
Assistant Managing Director of Regional Project 1

**Mrs.Suchawadee Suppha-asa****
Senoir Director of Community

**Mr.Krid Chancharoensuk**
Senior Director of Legal

**Mr.Chaijak Watanyoo**
Senior Director of Product Development and Land Acquisition

Remarks: * The top four executives are in accordance with the definition specified in the notification of the Securities and Exchange Commission (SEC), which consists of 7 persons.

** Retired on March 31, 2023

### Duties and Responsibilities of the Management Committee

1. Performing operations in accordance with the Company's policies, directions, strategies goals and management structure for the highest efficiency and effectiveness.
2. Performing operations in accordance with the business plan and budget approved by the Executive Committee with integrity, honesty and carefulness in order to protect the highest benefits of the Company and shareholders.
3. Performing operations according to the risk management system and supervising the compliance with the internal control principles.
4. Reviewing the manual on operating authority to be suitable for responsibilities of the Management Committee.
5. Implementing the framework of resource allocation, development and budget, such as human resource management policy and plan and information technology policy.
6. Supervising general administration as identified in the Company's regulations.
7. Monitoring the performances of the Company to be in accordance with the policy, action plan and budget received.
8. Having other authorities that are necessary for the Company's operations as assigned by the Board of Directors' Meeting and/or the Executive Committee's Meeting.
9. Communicating with external stakeholders of the organization as necessary according to the assigned authority.

However, the above authorization to the Management Committee must not be in the manner that allows the authorized person to be able to approve transactions in which he/she or a person may have a conflict or a conflict of interest in any other way with the Company or its subsidiary, unless it is the Company's normal course of business and a resolution of the Board of Directors' Meeting with independent directors is obtained and a framework for consideration is clearly established only. This shall be in accordance with the criteria of the Office of the Securities and Exchange Commission and the Regulations of the Stock Exchange of Thailand or as specified by other government agencies.

### Performance of the Management Committee

The Management Committee attended a meeting with the Executive Committee and the Board of Directors to consider and approve the 5-year strategic plan at Supalai Scenic Bay Resort And Spa, Phuket, on October 16, 2021 (Strategic Plan for the year 2022 -2026). It is used to establish the efficient and effective action plan according to the policy, direction, strategy, goals and management structure of the Company. The performances shall be reported to the Executive Committee and the Board of Directors, respectively, through the Board of Directors' Meeting agenda which is set as a standard agenda. In 2023, there was the management meeting total 3 times.

## 7.4.2 The Policy in Providing Remuneration to Executives

### Remuneration of Chief Executive Officer

The Company specified a remuneration policy of the Chief Executive Officer, which the Board of Directors are assigned to consider the results of the Company's operation based on indicator (KPI: Key Performance Indicator) approved by the meeting of Board of Directors, thereafter the Nomination and Compensation Committee will consider the results of performance and remuneration of the Chief Executive Officer to comply with the result of performance based on indicators.

There are rules for performance evaluation of the Chairman of the Executive Committee based on the management under the mission, vision and strategy of the Company, business goals and annual business plan. Plus, economic, social, environmental and governance performances shall be a part of the performance indicators of the Chairman of the Executive Committee to reflect the organization's awareness of sustainability integration as a part of sustainable business operations. There are two areas of indicator defined as follows:

1. Economic area consists of: business performances, inventory management and customer satisfaction.
2. Social, Environmental, and Governance area reflects sustainable business operations.

### Remuneration of Executive Management

The Company has adopted the policy and criteria in providing remuneration to the executives by assigning the Nomination and Compensation Committee to assess the performance of the Executive Management, determine Key Performance Indicators (KPIs) and the remuneration in the form of cash to be in accordance with the operational results of the Company and the performance of each executive by considering and screening the remuneration Executive Management, namely, the Chief Executive Officer, Executive Vice President, Managing Director, Deputy Managing Director, and Chief Financial Officer in order to be considered and approved by the Board of Directors every year.

## 7.4.3 Remuneration of Executives

### Monetary Remuneration of Executives

In 2023, the Company has the top four highest-ranking executives, totaling 7 persons, whose remuneration is as follows:

(Unit: Thousand Baht)

| Remuneration | Amount of the Year 2023 |
|---|---|
| | Top four highest-ranking executives, totaling 7 persons |
| Total of salary and special compensation | 147,689 |
| Total Provident Fund | 6,403 |
| **Total** | **154,092** |

There is no member of the Board of Directors and the Executive Committee of the Company having been convicted of a criminal offense or being under criminal prosecutions and being sentenced to bankruptcy or receivership.

### Non-monetary Remuneration or Other Benefits as the Company's Employees

1. Receiving a special discount every 5 years for the right to buy a residence, including a house with land or a condominium project developed by the Company.
2. Annual health checkup.

# 7.5 Employee Information

The Company has a total of 1,439 employees. In 2023, the Company paid remuneration to its employees in the total amount of 1,091.72 million baht, including salary, overtime pay, sales incentive, special remuneration, professional fee, contributions to the provident fund. In addition, the Company also provides other welfares as required by laws and other than those required by laws.

| 2023 | Male | Female | Total |
|---|---|---|---|
| Operational Officer (persons) | 619 | 583 | 1,202 |
| Executive Officer (persons) | 128 | 109 | 237 |
| **Total Number of Employees (persons)** | **747** | **692** | **1,439** |
| Employee Remuneration (Million Baht) | 639.27 | 452.45 | 1,091.72 |

To provide employees with financial stability and a good quality of life after retirement, the Company establishes a provident fund under the Provident Fund Act B.E. 2530 (1987), which is managed by a professional fund management company certified by the Securities and Exchange Commission, Thailand.

To become a member of the provident fund, employees are able to apply for membership voluntarily upon their probation. The Company pays contributions to employees at the rate of 3 - 10% (according to the term of office). The Company has allowed employees to choose asset management companies (AMC) and sub-investment plans in accordance with the policies set by the Company under the risk level and needs of employees.

| Details | | | |
|---|---|---|---|
| **With/Without Provident (PVD)** | **Yes** | | |
| **2023** | **Male** | **Female** | **Total** |
| Total Number of Employees (persons) | 747 | 692 | 1,439 |
| Number of employees participating in PVD (Persons) | 659 | 613 | 1,272 |
| **Proportion of employees participating in PVD/ All employees (%)** | **88.22** | **88.58** | **88.39** |

# 7.6. Other Important Information

## 7.6.1 List of Responsible assigned Persons

### 1. Company Secretary

Mrs. Varunee Lapitananuvat, Deputy Managing Director (e-mail : secretary@supalai.com) has been appointed as the Company Secretary by resolution of the Board of Directors' Meeting No. 7/2008 held on May 29, 2008 which is also an effective date of her appointment and commencement date of her duties. The qualifications, duties, skills and responsibilities of the person in this position are as follows:

#### Qualifications of the Company Secretary

1. Graduate with a degree in Law or Accounting or Finance and has completed relevant training courses in the Company's secretarial functions and possess good knowledge experience and understanding of the business of the Company. The Company secretary's related duties are duties of directors, duties of the Company and also possess knowledge on relevant laws and regulations, and always keeps abreast with news and information in order to develop the performance of duties.
2. Comply with related laws, the Company's objectives, Articles of Association as well as resolutions of the Company's Board of Directors and the resolutions of the shareholders' meetings with accountability, care, honesty and commitment to support the Company's operations to achieve objectives under the principles of good corporate governance and business ethics.
3. Adhere to ethics and morality and always consider all of the shareholders; shall not do anything that may affect reputation and image of the Company.
4. Keep the Company's information confidential and safe and not lock out for personal gains from the Company's business opportunity.
5. Good interpersonal skills and ability to liaise with various departments and agencies, both inside and outside the Company.

The Company Secretary performs duties as stipulated in Section 89/15 and Section 89/16 of the Securities and Exchange Act (No.4) B.E.2551 (2008), effective on August 31, 2008 with responsibility, duty of care, integrity and complies with the laws, objectives, the Company's Articles of Association, the Board's resolution, as well as the resolutions of the Shareholders' Meeting. The legal duties of the Company Secretary are disclosed in Attachment 1.

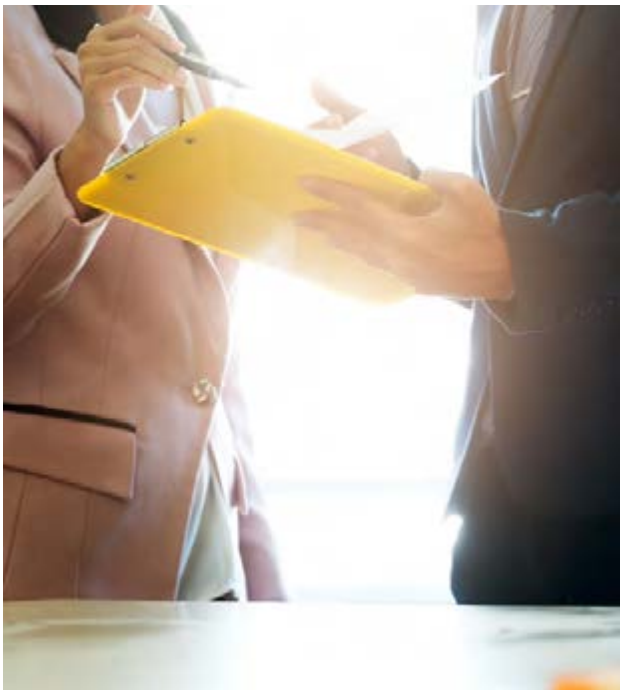
### 2. Persons assigned to have the highest responsibility for accounting and finance and persons assigned to have direct responsibility for accounting supervision

Details are disclosed in Attachment 1.

### 3. Head of Internal Audit and Corporate Compliance of the Company

The Company assigned Ms. Toopthong Hirunyanulak to hold the position of Internal Audit Supervisor and Supervisor of Corporate Compliance of the Company as she possesses qualifications and operational experiences and is a person with knowledge and understanding of the Company's businesses. She has previously attended training courses relating to operations of Internal Audit and Corporate Compliance of the Company. The details of qualifications of a person holding the position of Internal Audit Supervisor and Supervisor of Corporate Compliance of the Company are disclosed in Attachment 3.

## 7.6.2 Investor Relations



Supalai Public Company Limited has listed its shares on the Stock Exchange of Thailand since November 1993 and set up the Investor Relations Department to be a center for disclosure of important information to the investors and supervise the financial report process to present the operational results and income outlook as well as the Company's future development projects to both local shareholders and foreign shareholders on an equitable, regular and complete basis. Shareholders can contact the Company's Investor Relations Department directly or at www.supalai.com, which always provides updated information in both Thai and English.

The Company has presented its operational results to analysts and investors regularly in the form of activities, such as "Analyst Meeting" and participated in "Opportunity Day" with the Stock Exchange of Thailand on a quarterly basis as well as the roadshows and conferences organized by various institutions both inside and outside Thailand. In addition, the Company has continually conducted in the "Company Visit" and "Conference Call" with institution investors.

For any further information, please contact Miss Ravewan Wongsinsakul, the Investor Relations Department, Supalai Public Company Limited at 0-2725-8888 ext. 82204 or e-mail : ir_spali@supalai.com or www.supalai.com.

## 7.6.3 Audit fee

The Company and its subsidiaries paid audit fees to EY Office Company Limited in Thailand and overseas, which is the audit firm to which the auditor for the year 2023 is affiliated.

The Audit Committee considers and reviews the selection of the Company's auditors based on several factors, including reputation, good work standards, experience, and expertise in auditing, as well as effective auditing tools before presenting it to the Board of Directors for consideration and then proposing to the Annual General Meeting of Shareholders for approval to appoint an auditor and approve the audit fee annually.

The audit firm and the auditor have no relationship or interest with the Company/ executives/major shareholders or persons related to such persons. Plus, the auditor is independent in auditing and expressing opinions on the Company's financial statements, has qualifications recognized as the Company's auditor and is an auditor approved by the Securities and Exchange Commission, Thailand.

### Audit fee

The Company paid audit fees to EY Office Company Limited, which is the audit firm to which the auditor is affiliated. The Company's total audit remuneration for the year 2023 amounted 2,650,000 Baht and the audit fees of its subsidiaries audited by EY Office Company Limited in Thailand and abroad. The subsidiary is responsible for the audit fees, totaling 6,376,551 Baht.

Unit : Baht

| 1. Auditor's remuneration | Year 2023 |
|---|---|
| • Audit fee of the Company | 2,650,000 |
| • Audit fees of subsidiaries-domestic | 1,330,000 |
| • Audit fees of subsidiaries-overseas | 5,046,551 |
| **Total audit fees of the Company and its subsidiaries** | **9,026,551** |

### Non-Audit Fee

The Company and its subsidiaries-overseas paid tax advisory fees in the total amount of 3,109,064 Baht to the audit firm to which the auditor is affiliated and activities related to the audit firm to which the auditor is affiliated.

Unit : Baht

| 2. Non-Audit Fees | Year 2023 |
|---|---|
| • Non-Audit fees of the Company | 1,000,000 |
| • Non-Audit fees of subsidiaries-domestic | - None - |
| • Non-Audit fees of subsidiaries-overseas | 2,109,064 |
| **Total Non-Audit Fees** | **3,109,064** |

Employment of an audit firm and activities related to the audit firm to which the auditor is affiliated provides services other than audit work, which does not cause conflict of interest. This also does not cause the auditor to lack independence and impartiality in performing the audit. Such matter was approved by the Audit Committee.

## 7.6.4 In the case of a foreign company, the name of the personnel assigned to be a representative in Thailand and the contact information in the country must be clearly specified.

- None -

# 8. Report on Corporate Governance Performance

## 8.1 Summary of the Board's Performances in the Previous Year

### 8.1.1 Nomination, Development and Evaluation of the Board's Performances

#### Nomination of Directors

The Company has appointed the Nomination and Compensation Committee to consider selecting and screening the persons nominated for appointment as directors, taking into consideration the proper proportion, numbers and composition. The Nomination and Compensation Committee shall consider selecting qualified persons who do not possess any prohibited characteristics pursuant to the Company's Articles of Association for recommendation to the Board of Directors so that the Board will nominate such persons to be elected on an individual basis in the Annual General Meeting of Shareholders.

The Nomination and Compensation Committee set the new criteria and process for director nomination in a systematic manner as follows:

1 The Company provides for small shareholders to nominate the names of suitable persons or consider the persons from the director pool or consider existing directors to be re-appointed, or each director proposes the name of suitable persons to be appointed.

2 Select and screen the persons with suitable qualifications to be directors, such as suitable knowledge, experiences and specific ability corresponding to the business operation strategy of the Company, which is in line with the Board Skill Matrix.

3 Examine list of names of nominated persons if they possess the qualifications according to the laws and requirements of regulatory agencies.

4 Consider the dedicated time of directors, their stake or conflict of interest with the Company in case of re-appointment for another term of office by taking into account the performance of duties while serving their terms, their provision of beneficial recommendations, opinions and participation in various activities including the number of companies to be working for as directors to ensure that their efficiency will not decrease.

5 In case of appointment of independent directors, their qualifications must be in line with the criteria adopted by the Company, which is stricter than those adopted by the Capital Market Supervisory Board.

6 Prepare the list of names already considered and screened by the Nomination and Compensation Committee including their qualifications in an orderly manner to be proposed to the Board of Directors to be further proposed to the ordinary shareholders' meeting to consider one after another.

In 2023, the Board of Directors carefully and prudently considered and screened the list to ensure that the persons nominated met the Company's good corporate governance practices. They must be a qualified person with background and expertise from various professions, leadership, wide vision, morality, ethics, and transparent work experiences. They must be a director who applies experiences, knowledge, and expertise to provide useful suggestions in formulating the Company's strategies and business operations according to sustainable development guidelines. In addition, the Nomination and Compensation Committee also provided opportunities to shareholders to participate in the nomination of qualified directors.

## Disclosure of Election of Directors through Shareholders' Meeting

Before the meeting begins, the chairman would assign the Company Secretary to inform the meeting clearly of the vote and vote counting procedures for each agenda under the articles of association and notification of vote results.

Explanation on voting procedures and vote counting are as follows;

- The Company used barcode system to facilitate the vote-counting process.
- The shareholders and the proxy had the right to vote according to the number of shares held, wherein one share was equal to one vote.
- For each agenda item, each shareholder was eligible to cast his/her votes, to either approval, disapproval or abstention from voting. Vote splitting was disallowed.
- In case the proxy was presented at the Meeting, in which the shareholder had pre-casted the vote and the vote was counted, the proxy did not get to vote. On the other hand, if the shareholder's voting decision was unspecified or unclear, then the proxy was granted the right to make an appropriate voting decision. Regarding any disapproval or abstention to any agenda, the voter was asked to raise his/her hand. The officer would pick up the ballot from the proxy, same policy applied if the shareholder attended the session in person.
- For vote-counting, the Meeting would count votes of shareholders present at the Meeting and casted the votes, as well as of those appointed proxy as recorded by the Company at the time of registration of the Meeting. There shall be 3 types of vote-counting as follows:

    1. For the agenda to be approved by the majority votes of the shareholders attending the Meeting and cast their votes, the Company officer shall count only the votes of the shareholders with voting right, who voted for approval and disapproval. In the event of voting tie, the Chairman of the Meeting must exercise a tie-breaking vote.
    2. For the agenda to be approved, by the vote of not less than two-thirds of the total votes of the shareholders present at the Meeting. The Company shall count the votes of approval, disapproval, abstention and voided ballot.

3. For the agenda to be approved by the vote of not less than three-fourths of the total votes of shareholders attending the Meeting and having the right to vote.
4. In case of the Meeting is closed for each agenda, Shareholders cannot vote in the past agendas.

- The shareholders would be requested to mark and sign in the voting cards indicating approval, disapproval, or abstention. The Company staff shall collect only voting cards with disapproval and abstention, in correspondence with each agenda. If the voting for each agenda has been closed, shareholders would not be able cast vote for the previous agenda. The voting cards with approval shall be collected all together after the Meeting.
- In the vote-counting process, the Company would deduct votes of the disapproval and abstention out of the total number of votes casted by the shareholders present at the Meeting. The rest shall be deemed as affirmative votes in favor of such agenda. The votes shall also be considered based on the intent stated in the letter of proxy by shareholders.
- As the counting of votes for each agenda shall be counted from the vote of shareholders attended the Meeting and with the right to vote, the numbers of shareholders and votes might not be equal, depending on the presence of shareholders at the time of cast of each agenda item.
- In case of any questions or comments, shareholders could raise their hands before the voting at the end of each agenda.
- The Company will announce the voting results of each agenda item after completing the final agenda item.

For the selection of directors, the vote would be cast individually to enable shareholders to elect the preferred directors, whereby the Company would nominate names to be voted one by one. For transparency of this agenda, every shareholder who either votes for, approve, disapprove or abstains, was required to vote by using ballots, which would be collected by the officers after all the votes have been cast. Each director who is elected must receive more than half of the entire votes cast by shareholders who attending the Meeting and cast their votes.

The shareholders who attend the meeting after the beginning time are entitled to exercise their voting rights or to cast their votes for the agenda during consideration and not yet voted, and the Company attendees would also be given an opportunity to raise questions or to give opinions with reasonable time for discussion. The issues of the questions and answers would be recorded in the minutes of the meeting in order to inform the shareholders who had not attended the meeting, and the chairman would conduct the meeting according to the agendas and would not add any agenda without notifying the shareholders in advance.

## Succession Plan

The Company complies with the policy on succession plan which is considered a part of the manpower management strategy and is a sub-mission of the human resource planning strategy, where remuneration and benefits are determined and supervised for personnel appropriately and fairly in order to retain personnel to be ready to grow together with the Company in the long term. In addition, the Company plans to select personnel who will be responsible for all important management positions appropriately and transparently to ensure that the Company has professional executives and to prepare qualified personnel with sufficient knowledge and skills to replace executives and senior executives in the event of resignation, retirement, retirement by rotation or failure to perform duties under any circumstances so that the operations of such position are conducted continuously, smoothly, and effectively and the risk of lack of successor is minimized. The Nomination and Compensation Committee prepares a succession plan for Chairman of the Executive Committee, Managing Director, and Executive of the Company to propose to the Board of Directors for consideration. Regarding the nomination and selection of persons to be an executive of the Company, the Nomination and Compensation Committee supervises the follow-up to the progress of the succession plan and reports the progress of the succession plan to the Board of Directors for acknowledgement. Such plan includes the following positions.

### 1. Chairman of the Executive Committee/Managing Director

When the executive position at the level of Chairman of the Executive Committee/ Managing Director is vacated or the person holding the position is unable to perform his/ her duties of the position, the Company will provide a nomination approach which requires executives at similar or secondary levels to be an acting officer until the nomination and selection of qualified persons is complete according to the rules specified by the Company. The Nomination and Compensation Committee shall be a nominee to present the list to the Board of Directors to consider and approve the appointment of the qualified person to hold the position.

**The Qualifications of the Chairman of the Executive Committee / Managing Director are as follows:**

1. At least the Master degree
2. Knowledgeable, skillful, and experienced in real estate development management
3. Strong leadership and visionary leadership
4. Ability to plan strategies and manage the organization
5. Making decision and problem solving discreetly and carefully by taking into account the society, the environment and maximum benefits of the Company

**Individual Development Guidelines**

1. Attending necessary seminars for directors to achieve the performance of duties
2. To share ideas regularly with organizations and luminaries

### 2. Executive Level

In the event that the management positions at the level of department manager and above are vacant or the individual in such positions cannot perform their duties, the Company shall have the selected successor of the position proposed to the Board of Directors of the Company. The succession planning of the executive position level is as follows:

1. Analyze business condition of the Company in term of its strategic, policy, investment and expansion plans.
2. Evaluate the readiness of manpower to be consistent with the Company's strategy in both short term and long term.
3. Create plan making the availability of manpower by developing or recruiting employees to replace those resigning from the Company.
4. Create Recruitment Plan and arrange for Employee Training and Development in advance by providing training courses for development to prepare the employees, junior and middle level executives to advance further to junior, middle and high executive positions respectively prior to retirement or early retirement of the employees, plan of Recruitment and plan of Employee Training and Development.
5. Define competencies, which refers to the knowledge, skills, personality and desirable attitude of the employees in certain positions and establish the Individual Development Plan.
6. Select, evaluate and assess the performance to determine the potential of employees' suitability.
7. Use tool to test and evaluate the employees to analyze their potential.
8. Select successors based on the assessment and analysis of the employees' potential and performance. The employees shall be notified in advance in order to prepare for the handover and learning of the new responsibilities, while a successor shall also be determined.
9. Develop and evaluate employees who are expected to be successors whether they can be developed and have performance as expected. If it is contrary to the expectation, the change of successors can be done.

All of this the company's policy is on the website of the company (www.supalai.com) both Thai and English.

## Development and Knowledge Accumulation for Directors and Executives

The Board of Directors seriously supports and promotes the knowledge development for every director for their efficiency in duty performing. It's the Company's policy to encourage its directors, executives and those supporting the secretarial works to attend seminars and training courses of Thai Institute of Directors (IOD),The Stock Exchange of Thailand, or other independent institutions, ranging from the development in part of the duties and responsibilities of directors, or new management concept, so that every director will continue to develop and improve their works, as well as to apply the knowledge properly for further benefit to the Company.

## Additional Training Courses or Relevant Seminars Attended by Directors and Top Management

In 2023, the Company had organized 12 meetings of the Board of Directors, whereby and advisor attending the meetings. Supalai places high emphasis on training and education to enhance capacities of board members (attachment 1), for example, the Company facilitated and sent their executive board members to train at the Institute of Directors (IOD) and other institutes' relevant courses all year long.

In 2023, Director and Top Management attended training courses as follows:

| Level | Name | Attending Training Course |
|---|---|---|
| Director | • Assoc.Prof.Dr.Virach Aphimeteetamrong | R-SS: Engaging Board in ESG: The Path of Effective Sustainability Class 1/2023 |
| | • Mr.Anant Gatepithaya | R-ACF: Detection of Accounting Irregularities in fast growing busi-ness: The Role of Audit Committee Class 1/2023 |
| | • Mr.Atip Bijanonda | Certificate Course in Top Executive Program on China Business Insights and Network (TRPCIAN3) |
| Top Management | • Mr.Kittipong Sirilaktrakun | RCL: Risk Management Program for Corporate Leader Class 30/2023 |
| | • Mrs.Siriporn Wangsapar | CFO Refresher Couse 2023 |

## Board Diversity Assessment Results

The Board of directors assigns the Nomination and Compensation Committee to establish the policy on board diversity. It is believed that the determination of board diversity is an important factor that helps promote the balance of minds, quality of work, including effective decision-making of the Board, which is beneficial to the Company's business operations. The skills necessary for performing the duties of the Board of Directors are determined in 14 areas as follows:

1. Good Corporate Governance
2. Risk Management
3. Knowledge on Real Estate Business
4. Laws Relating to Business
5. Marketing Strategy and Competitiveness
6. Management in Time of Crisis
7. Accounting, Finance and Banking
8. Economics
9. IT Governance
10. International Marketing
11. Design and Architecture
12. Engineering
13. Social and Environmental Management
14. Supply Chain Management

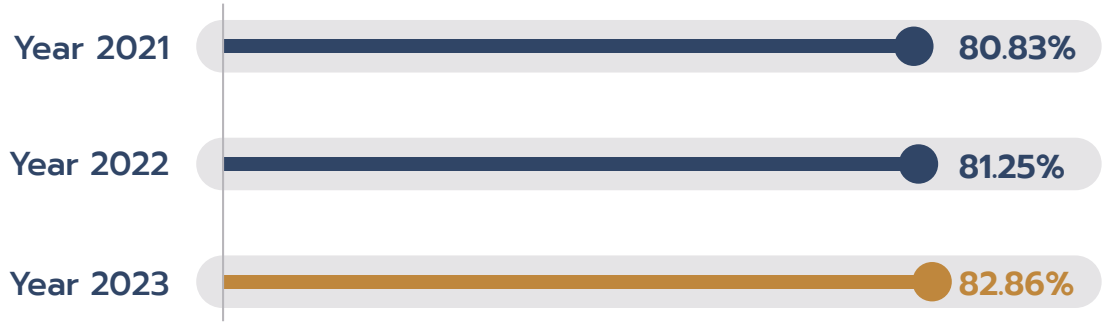
Rules on self-assessment regarding necessary skills for performing duties of the Board

of Directors are as follows:

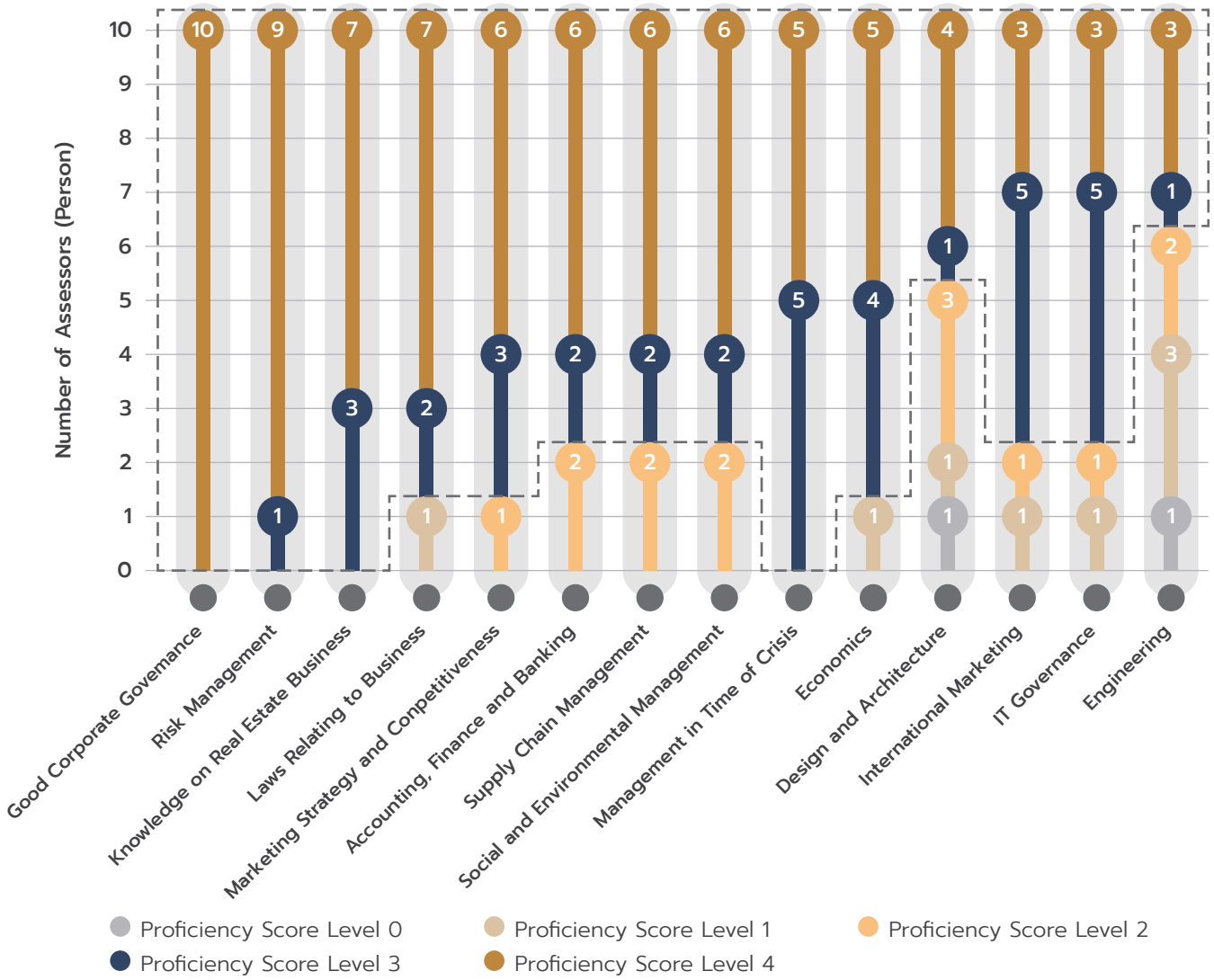
| Level of Expertise (%) | Score |
|---|---|
| More than 86 | 4 |
| 76 - 85 | 3 |
| 66 - 75 | 2 |
| 50 - 65 | 1 |
| Less than 50 | 0 |

The company secretary submitted the form of self-assessment on Board Diversity to all members of the Board of Directors for conducting self-assessment on an annual basis. After each director has completed the self-assessment, it will be submitted to the company secretary. In order to collect scores for self-assessment on Board Diversity. In 2023 the Nomination and Compensation Committee considered and screened that The Board of Directors had knowledge and ability which was suitable to perform their duties efficiently. The diversity of capabilities helps enhance the thinking balance, work quality, and decision-making performance of the Board that is beneficial to the Company's business operations. According to the scores of self-assessment on Board Diversity, it was found that, during 2021-2023, more than half of directors had skills, knowledge, and competencies in 14 areas at Proficiency Score Level 3 as follows:

**The results of self-assessment on Board Diversity**



**The results of the Board Diversity Assessment for the year 2023 showed the number of directors who are rated for each level of proficiency separately based on the skills required to perform their duties.**



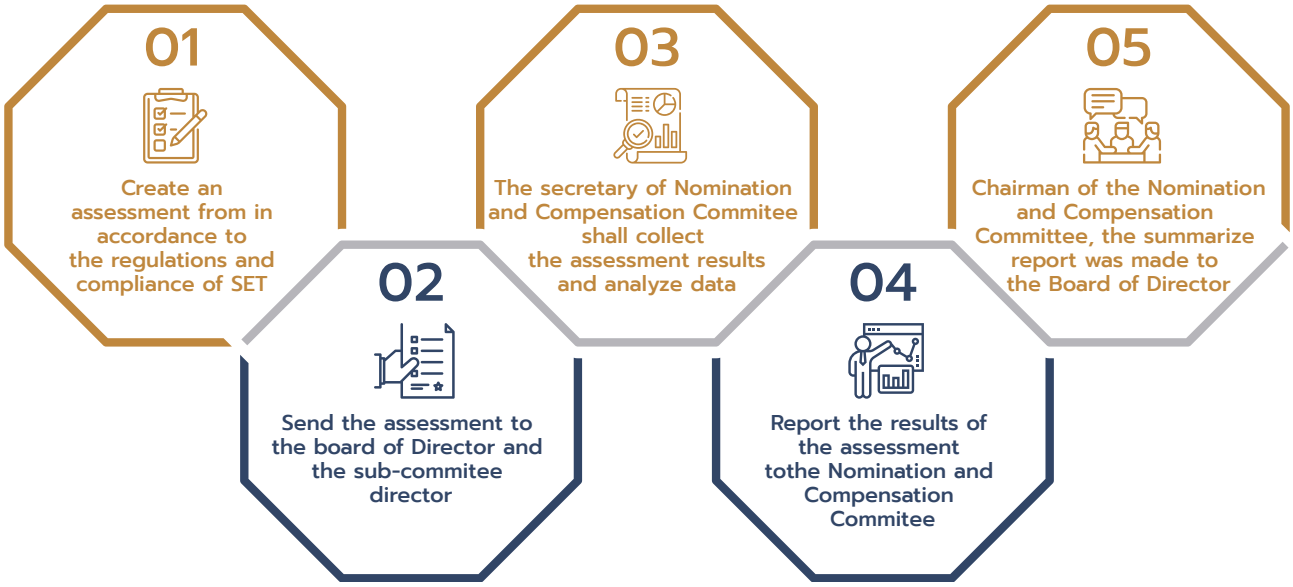

## Performance Assessment of the Committee

The Board of Directors has appraised annual performance of the Committees once a year, whereby the appraisal form is in accordance with the principles of good corporate governance of the Company and the scope of authorities and duties of the Committees. Accordingly, the emphasis is placed on the use of results of the assessment to review the work product, problems or obstacles during the previous year as well as the improvement of performance of the Committees. The objective is to increase efficiency of the Committees' performance and to be used as reference in preparing CG Rating. In 2023, the appraisal was done in 2 characteristics, they are, 1) the assessment of the whole Committee; 2) the assessment made on an individual basis (self- assessment). The assessment forms were divided into 10 categories consisting as follows:

| Performance Assessment | The Whole Board of Directors | Individual Member of the Board of Directors (Self- Assessment) |
|---|---|---|
| Board of Directors | ✓ | ✓ |
| Sub-Committees | | |
| • The Audit Committee | ✓ | ✓ |
| • The Nomination and Compensation Committee | ✓ | ✓ |
| • The Corporate Governance and Sustainability Development Committee | ✓ | ✓ |
| • The Risk Management Committee | ✓ | ✓ |

## Assessment Process for the Whole Committee and Each Individual Member

Every year, the Company Secretary shall send such 10 assessment forms of Board of Directors and Sub-Committees to all members of the Committees in order for them to assessment the annual performance on concerned matters. After having completed the assessment form, each Committee member shall submit such form to the Company of the Nomination and Compensation Committee's Secretary in order to compile the score of each member and summarize the analysis results of the assessment l of the Committees' annual performance. The report shall then be made to the Board of Directors in the following meeting of the Board of Directors, and in 2023, the report was made to the Board of Directors' meeting on February 20, 2024.



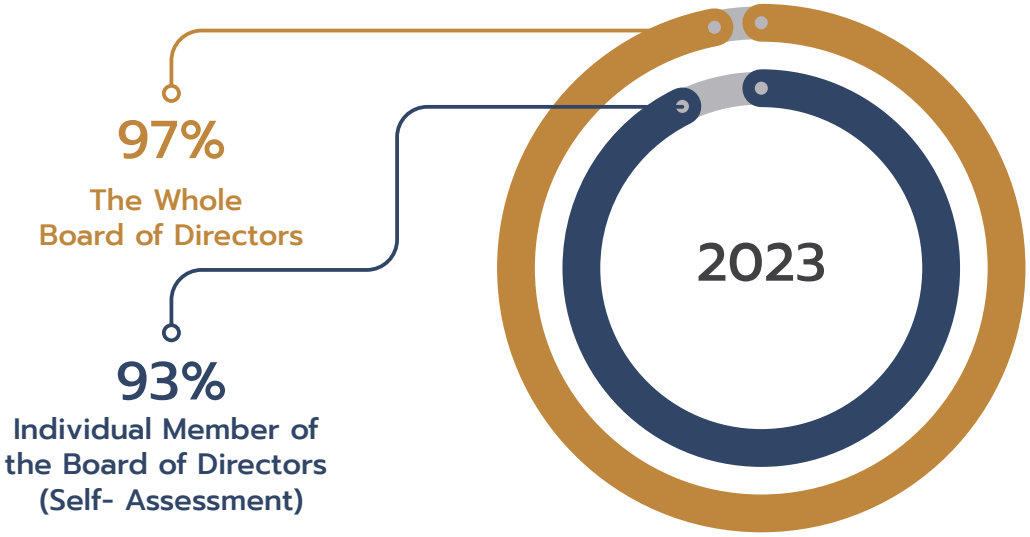
The assessment results in percentage are as follows:

| Level of Score | Rate |
|---|---|
| More than 85% | Excellent |
| 75-84% | Very Good |
| 65-74% | Good |
| 50-64% | Fair |
| Less than 50% | To be improved |

## 1. Performance Evaluation Form of the whole Board of Directors and individual member of the Board of Directors (self-assessment), the results can be summarized as follows;

| Performance Assessment of the Board of Director | | |
|---|---|---|
| Amount of Items | The Whole Board of Directors | Individual Member of the Board of Directors (Self- Assessment) |
| | 6 items | 10 items |
| Detail | 1. Structure and Qualification of the Board of Directors.<br>2. Roles, Duties, and Responsibilities of the Board of Directors.<br>3. Board of Directors' Meetings.<br>4. Performance of the Board of Directors.<br>5. Relations with management department.<br>6. Self Development of the Board of Directors and Executive. | 1. The Board of directors' meeting attendance consistently.<br>2. Studying documents and information before the meeting.<br>3. During the meeting provides appropriate opinions that are beneficial to the meeting.<br>4. Absenting from the meeting and abstain from voting in the transaction in which they have interests.<br>5. Raising important issues affecting the Company's business operations and present them to the Meeting.<br>6. Performing the duties of the directors according to the laws, rules, and charter effectively.<br>7. Devoting time and dedicating to perform duties for the Company.<br>8. Not interfere with the Management's operations.<br>9. Controlling and monitoring operations of the Management appropriately<br>10. Developing and learning to enhance skills in performing duties all the last year. |
| **Rate** | **Excellent** | **Excellent** |
| **Average of Score** | **97 %** | **93 %** |

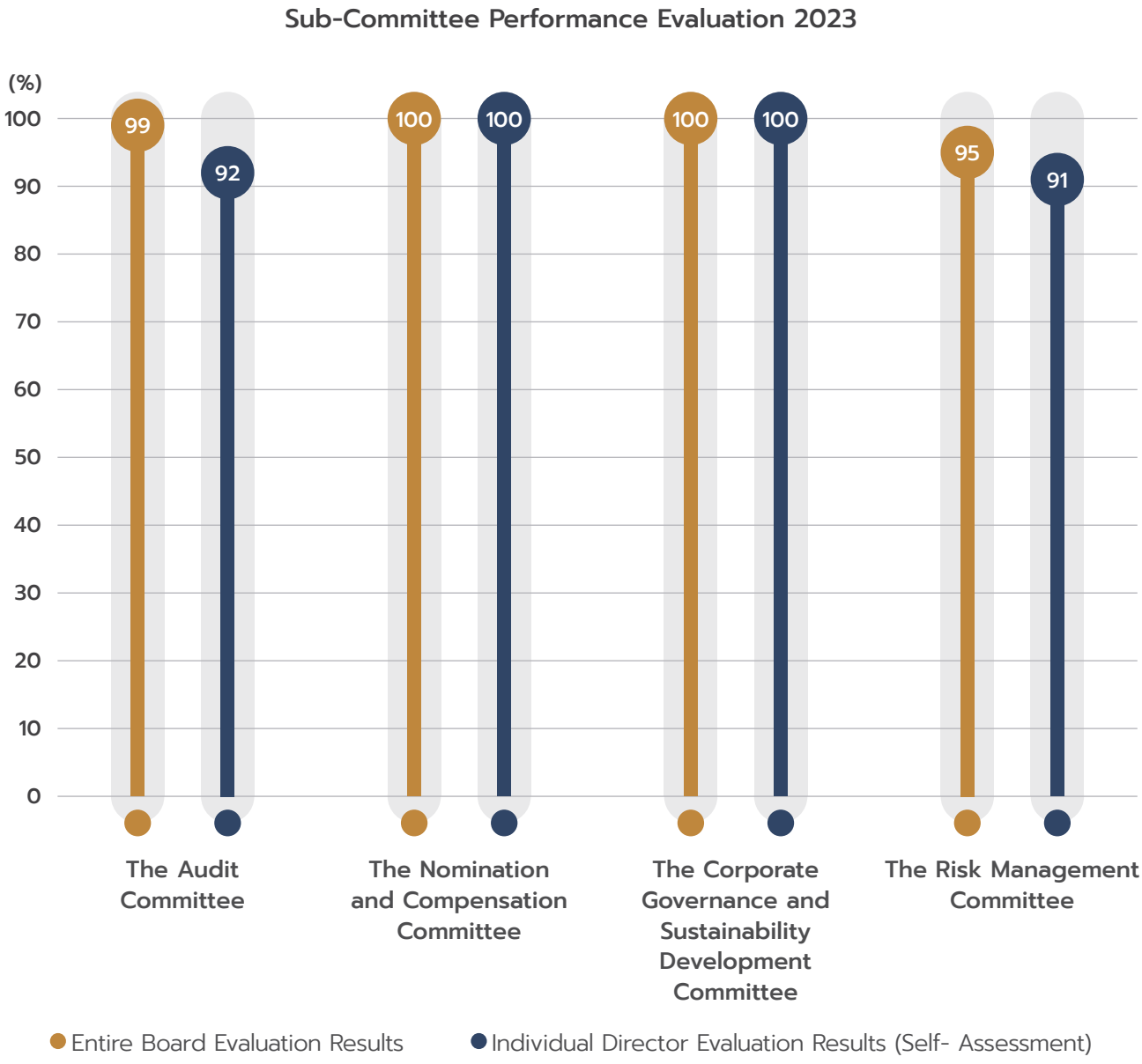
## Board of Directors' Performance Evaluation 2023




## 2. Performance Evaluation Form of the whole sub-committee and individual member of the sub-committee (self-assessment), the results can be summarized as follows:

| Performance Assessment of Sub-Committee | | |
|---|---|---|
| Amount of Items | The Whole Sub-Committee | Individual Member of the Sub-Committee (Self- Assessment) |
| | 3 items | 10 items |
| Detail | 1. Structure and Qualification of the Audit Committee.<br>2. Performing duties at Sub-committees' Meetings efficiently.<br>3. Roles, duties and responsibilities of sub-committees by focusing and taking sufficient time to consider and review. | 1. The Sub-committees' meeting attendance consistently.<br>2. Studying documents and information before the meeting.<br>3. During the meeting, the Directors provides appropriate opinions that are beneficial to the meeting.<br>4. Absent from the meeting and abstain from voting in the transaction in which they have interests.<br>5. Raising detected important issues and presenting them to the Meeting.<br>6. Directors has performed the duties of the directors according to the laws, rules, and charter effectively.<br>7. Devoting time and dedicating to perform duties for the Company.<br>8. Supporting and providing opinions that are useful to the Management's operations.<br>9. Controlling and monitoring operations of the Management appropriately.<br>10. Developing and learning to enhance skills in performing duties all the last year. |

| Committee | Performance Assessment of Sub-Committee | | Assessment Results of Individual Director (Self-assessment) | |
|---|---|---|---|---|
| | Rate | Average of Score | Rate | Average of Score |
| The Audit Committee | Excellent | 99% | Excellent | 92% |
| The Nomination and Compensation Committee | Excellent | 100% | Excellent | 100% |
| The Corporate Governance and Sustainability Development Committee | Excellent | 100% | Excellent | 100% |
| The Risk Management Committee | Excellent | 95% | Excellent | 91% |



## Performance Assessment of the Chief Executive Officer (Senior Executive)

- **Performance Evaluation Criteria**

There are the criteria for evaluating performance of the Chief Executive Officer which administrate under the mission, vision, strategy of the company, business goals and annual business plans. In addition, economic, social, environmental, and good governance performances shall be applied as a part of the performance indicators of the Chairman of the Executive Committee to reflect the organization's awareness of sustainability integration as a part of sustainable business operations. There are two areas of indicator defined as follows:

| Area | Criteria for consideration |
|---|---|
| **Economic** | • Business performances |
| | • Inventory management |
| | • Customer satisfaction |
| **ESG** | • Social |
| | • Environmental |
| | • Good governance |

- **Performance Evaluation Process**

The company specified a remuneration policy of the Chief Executive Officer, which the Board of Directors are assigned to consider the results of the Company's operation based on indicator (KPI: Key performance Indicator) approved by the meeting of Board of Directors, thereafter the Nomination and Compensation Committee will consider the results of performance and consider both the short and long-term remuneration of the Chief Executive Officer to comply with the result of performance based on indicators.

- **Results of Performance Evaluation of the President (Senior Executive)**

In 2023, the performance evaluation results of Dr.Prateep Tangmatitham, Chairman of the Executive Committee, were 82.70%, which was a very good level , all aspects of assessment represented the satisfaction of overall performances. The summary of results and obstacles was reported, including the review of the evaluation criteria indicators, which covered the economy, society and/or environment, to the Board of Directors' Meeting No. 2/2024 on February 20, 2024, in order to enhance operational efficiency and reflect the organization's awareness of sustainability integration as a part of sustainable business operations.

## 8.1.2 Meeting Attendance and Remuneration of Individual Directors

### Board's Meeting Attendance

| Name of Directors | Director' meeting for the Year 2023 | | | | | | |
|---|---|---|---|---|---|---|---|
| | The Board of Director (Total 12 Times) | The Audit Committee (Total 12 Times) | The Nomination and Compensation Committee (Total 2 Times) | The Independent Committee (Total 1 Time) | The Corporate Governance and Sustainability Development Committee (Total 1 Time) | The Risk Management Committee (Total 2 Times) | The Risk Management Sub-Committee (Total 2 Times) |
| 1. Dr.Prateep Tangmatitham | 12/12 | - | - | - | - | - | - |
| 2. Mrs.Ajchara Tangmatitham | 12/12 | - | 2/2 | - | - | - | - |
| 3. Mr.Tritecha Tangmatitham | 12/12 | - | - | - | 1/1 | 2/2 | 2/2 |
| 4. Mr.Anant Gatepithaya | 12/12 | 12/12 | - | 1/1 | - | 2/2 | - |
| 5. Assoc.Prof.Dr.Virach Aphimeteetamrong | 12/12 | - | 2/2 | 1/1 | - | - | - |
| 6. Assoc.Prof.Dr.Somjai Phagaphasvivat | 12/12 | 12/12 | 2/2 | 1/1 | 1/1 | - | - |
| 7. Assist.Prof.Aswin Bijayayodhin | 12/12 | 12/12 | - | 1/1 | - | - | - |
| 8. Mr.Atip Bijanonda | 9/12 | - | - | - | 1/1 | 2/2 | - |
| 9. Mr.Prasas Tangmatitam | 12/12 | - | - | - | 1/1 | - | - |
| 10. Mr.Krid Chancharoensuk | 12/12 | - | - | - | - | 2/2 | 2/2 |
| **Total number of meetings** | **12** | **12** | **2** | **1** | **1** | **2** | **2** |
| **Percentage of meeting** | **97.50** | **100** | **100** | **100** | **100** | **100** | **100** |

## Efficiency Evaluation of the Board Meetings

The Company has organized efficiency evaluation of every Board meeting on a yearly basis. In 2023, there were 12 Board meetings. The criteria used for efficiency evaluation of the Board meetings consist of the following 10 items:

1. Notifying the meeting at least 7 days before the date of the meeting.
2. Receiving documents in full along with letter of invitation.
3. Beginning on time with time control.
4. Appropriateness and clear details of each agenda.
5. Participation of Directors.
6. The management provides sufficient information to the Board of Directors to make decisions.
7. Taking into consideration the benefits of stakeholders.
8. Summary of clear resolutions of the meeting.
9. Control and management of conflicts by the Chairman in the meeting.
10. Attendees rate.

**Efficiency Evaluation Criteria of the Board Meetings**

| Received Score (%) | Rate |
|---|---|
| 90 - 100 | Excellent |
| 80 - 89 | Very good |
| 70 - 79 | Quite good |
| 60 - 69 | Moderate |
| Less than 60 | To be improved |

From the full score of 100%, the average efficiency evaluation of the Board meeting in 2023 was 97.84%, an excellent outcome.

## Compensation for Directors and Executives

The Company specified the policy on rules of presentation and consideration for Compensation of directors to create the incentives of assigned performance to achieve goals effectively. The Nomination and Compensation Committee are assigned to consider the Compensation rates of committee carefully, scrutinize the suitability of various reasons thoroughly, compare and refer by the same business including consideration from the expanding business, where shall be presented to the Board of Directors and the meeting of shareholder.

1. The directors receive monthly remuneration and pension. Such remuneration is set to be the level comparable to the same industry group.
2. Directors who are assigned to perform additional duties and responsibilities (such as being a member of the sub-committee) will receive additional remuneration which relates to the level of assigned responsibility, except the executive directors.
3. The Company shall not pay any money or other property to directors unless the remuneration is paid as the rights and benefits habitually as being the Company's director.
4. The remuneration of directors shall be paid accordance with the resolutions of the shareholders' meeting which comprise a vote not less than two in third of the total votes of shareholders who join the meeting.

## Remuneration Policy for Directors

The Company has the criteria for providing remuneration to the Board of Directors and Sub-Committees clearly and transparent, which shall be considered the same industrial sector and business expansion. It's believed that such remuneration could attract, retain and motivate the directors to perform their roles and carry out their responsibilities to accomplish the Company's goals efficiently.

In 2023, The Annual General Meeting on April 24, 2023, resolved that approve the Remuneration for Board of Directors, as detail below

| Remuneration for the Board of Directors | |
|---|---|
| 1. Remuneration/month | Chairman, Director 45,000 baht/person/month |
| 2. Special Remuneration/year | Chairman, Director 950,000 baht/person/year |
| 3. Other benefits (not include general welfare to employees) | -none- |
| **Remuneration for the Audit Committee** | |
| 1. Chairman | 30,000 baht/person/month |
| 2. Director | 25,000 baht/person/month |
| Remuneration of sub - Committee : Meeting allowance will be paid only once at the meeting (Sub-Committees comprise of (1) The Nomination and Compensation Committee (2) The Corporate Governance and Sustainability Development Committee (3) The Risk Management Committee and the other sub-Committee appointed by the Committee. (not include Executive Director) | |
| 1. Chairman | 30,000 baht/person/meeting |
| 2. Director | 25,000 baht/person/meeting |

# Compensation for Board of Directors

## 1. Individual financial remuneration for Board of Director and sub-Committee members;

(Unit: Thousand Baht)

| Name of Directors | Remuneration in from Cash in 2023 | | | | | | |
|---|---|---|---|---|---|---|---|
| | Monthly Allowance | | | | | Special Remuneration | Total remuneration per Executive Board Member |
| | Director of the Board (12 Meetings) | Director of the Audit Committee (12 Meetings) | Director of the Corporate Governance and Sustainability Development Committee (1 Meeting) | Director of the Nomination and Compensation Committee (2 Meetings) | Director of the Risk Management Committee (2 Meetings) | | |
| 1. Dr.Prateep Tangmatitham<br>Chairman of the Board, Chief Executive Officer | 540 | - | - | - | - | 950 | 1,490 |
| 2. Mrs.Ajchara Tangmatitham<br>Director of the Board, Executive Vice President, Director of the Nomination and Compensation Committee | 540 | - | - | - | - | 950 | 1,490 |
| 3. Mr.Tritecha Tangmatitham<br>Director of the Board, Managing Director, Director of the Corporate Governance and Sustainability Development Committee, Director of the Risk Management Committee | 540 | - | - | - | - | 950 | 1,490 |
| 4. Mr.Anant Gatepithaya<br>Independent Director, Chairman of the Audit Committee, Director of the Risk Management Committee | 540 | 360 | - | - | 50 | 950 | 1,900 |
| 5. Assoc.Prof.Dr.Virach Aphimeteetamrong<br>Chairman of the Independent Director, Chairman of the Nomination and Compensation Committee | 540 | - | - | 60 | - | 950 | 1,550 |
| 6. Assoc.Prof.Dr.Somjai Phagaphasvivat<br>Independent Director, Director of the Audit Committee, Director of the Nomination and Compensation Committee, Chairman of the Corporate Governance and Sustainability Development Committee | 540 | 300 | 30 | 50 | - | 950 | 1,870 |

| Name of Directors | Remuneration in from Cash in 2023 | | | | | | |
|---|---|---|---|---|---|---|---|
| | Monthly Allowance | | | | | Special Remuneration | Total remuneration per Executive Board Member |
| | Director of the Board (12 Meetings) | Director of the Audit Committee (12 Meetings) | Director of the Corporate Governance and Sustainability Development Committee (1 Meeting) | Director of the Nomination and Compensation Committee (2 Meetings) | Director of the Risk Management Committee (2 Meetings) | | |
| 7. Assist. Prof.Aswin Bijayayodhin<br>Independent Director, Director of the Audit Committee | 540 | 300 | - | - | - | 950 | 1,790 |
| 8. Mr.Atip Bijanonda<br>Director of the Board, Director of the Corporate Governance and Sustainability Development Committee, Chairman of the Risk Management Committee | 540 | - | 25 | - | 60 | 950 | 1,575 |
| 9. Mr.Prasas Tangmatitam<br>Director of the Board, Director of the Corporate Governance and Sustainability Development Committee | 540 | - | 25 | - | - | 950 | 1,515 |
| 10. Mr.Krid Chancharoensuk<br>Director of the Board, Director of the Risk Management Committee | 540 | - | - | - | - | 950 | 1,490 |
| **Total** | **5,400** | **960** | **80** | **110** | **110** | **9,500** | **16,160** |

## 2. Financial Compensation for Executive Board Members of fiscal year 2019-2023

(Unit: Thousand Baht)

| Details | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Persons | Amount | Persons | Amount | Persons | Amount | Persons | Amount | Persons | Amount |
| 1. Compensation/ month | 10 | 5,995 | 10 | 6,005 | 10 | 6,060 | 10 | 6,660 | 10 | 6,660 |
| 2. Special Remuneration/ year | 10 | 8,000 | 10 | 7,300 | 10 | 6,000 | 10 | 8,500 | 10 | 9,500 |
| **Total** | | **13,995** | | **13,305** | | **12,060** | | **15,160** | | **16,160** |

Remarks: In 2023, the gratuity of the Board of Directors increased.

## 3. Financial Remuneration for Board of Directors holding Position of Director in its Subsidiary

(Unit: Thousand Baht)

| Remuneration | In 2023 |
|---|---|
| | 3 Board of Directors* |
| Salary and Special Remuneration | 5,710 |

Remarks: * Dr.Prateep Tangmatitham, Mrs.Ajchara Tangmatitham and Mr.Tritecha Tangmatitham receive remuneration from Haadyai Nakarin Company Limited and Supalai Northeast Company Limited.

## 4. In-kind remuneration and other benefits of board members:

1. The Company have a policy to give discounts to Board members for purchasing of house with land or condominium built for external parties. The in-kind benefits also include directors and officers liability insurance.
2. Sales of repurchased shares of the Company by offering to directors, executives management and employees (Employee Stock Option Program: ESOP)

The Company plans to sell the repurchased shares of the Company by offering them to directors, executives and all employees. The objective is to boost the morale and motivation of the directors, executives and all employees who jointly work and create benefits for the Company to grow sustainably. The Company applies the criteria for the disposal of shares without offering shares at a lower price as announced by the Securities and Exchange Commission, Thailand No. KorChor. 18/2565, to determine and apply the same criteria for allocation to all directors and employees in the Company.

For the past 2022-2023, there was one project approved by the Board of Directors' Meeting in which no director or employee had more than 5% of the shares offered. The project details were as follows:

| Details | ESOP |
|---|---|
| Date of approval by the Board of Directors | October 11, 2022 |
| Number of offering shares | 2,268,400 shares |
| Offering Period | October 18, 2022 |
| Number of allotted shares | 2,268,400 shares |
| Number of subscribed shares | 2,258,800 shares |
| Number of remaining shares | 9,600 shares |
| Subscription price* | 18.86 baht per share |

Note: * Calculated from the average closing price of the shares for the past seven consecutive business days prior to the trading date, using the data of average closing price of the Company's ordinary shares from SETSMART (www.setsmart.com) of the Stock Exchange of Thailand.

## 8.1.3 Supervision of the Subsidiaries' Operations

The Company has set out a policy in supervising the operations of its subsidiaries. by selecting the directors of the Company who have relevant knowledge, skills, qualifications and experience in line with the type of the businesses of the subsidiaries to be the competent directors who have controlling powers over the subsidiaries as approved by the Board of Directors. In the event that the subsidiaries have important issues such as increase or decrease of capital, dissolution of the subsidiaries or associated companies, they shall always seek prior approval from the Board of Directors. Moreover, the supervision shall ensure that the operations of the subsidiaries and associated companies are transparent. Therefore, their auditors must be from the same auditing company that provides services to the Company in order for the auditors to audit business transactions and seek appropriate and sufficient evidence to express opinions on consolidated financial statements. In the past, the Board of Directors resolved to approve the appointment of directors with scope of powers, duties and responsibilities as follows:

- The Board of Directors executes resource allocation and management efficiently and effectively by considering the impact and resource development throughout the value chain to achieve the main objectives and goals in a sustainable manner. For example, the independent directors investigate construction project and inquire about issues or concerns from management in addition to providing management guidance in order to achieve the Company's goals.
- Supervising the operation of the Company and its subsidiaries in accordance with the rules and regulations of the relevant authorities, being responsible for and maintaining interests of shareholders to sustainably create value for the business, and disclosing information adequately, accurately, completely, standardly, and transparently to shareholders and all stakeholders
- Supervising the proper and effective internal control system by assigning the Internal Audit Section to review the operating system and report directly to the Audit Committee of the Company, supervising the Company and its subsidiaries to apply the same ERP (Enterprise Resource Planning) system to support convenient and fast operation, enhance operational efficiency, and provide a good internal control system, and supervising directors, executives, and employees of the Company and its subsidiaries to comply with the Code of Conduct Manual and policies based on good corporate governance principles, such as prevention of conflicts of interest and policies relating to anti-corruption by providing communication channels as well as monitoring the compliance with policies and practices on corporate governance, such as

- The participation in employee cognitive ability test on compliance with code of conduct through the E-learning program once a year, which is the same guidelines adopted by the Company.

- Employees acknowledge the code of conduct and policies of the Company through the SPL Consent Management system in order to be used as a guideline for conduct.

## 8.1.4 Monitoring Compliance with Policies and Practices on Corporate Governance

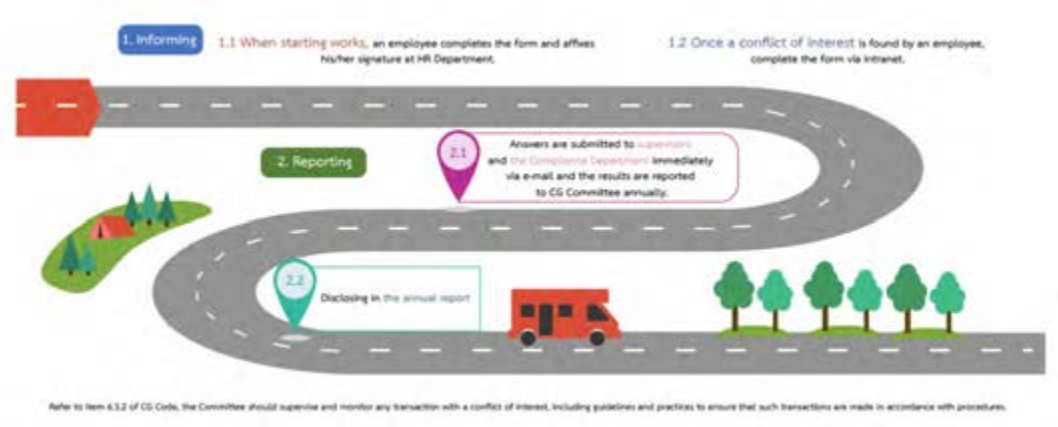
### (1) Prevention of Conflicts of Interest

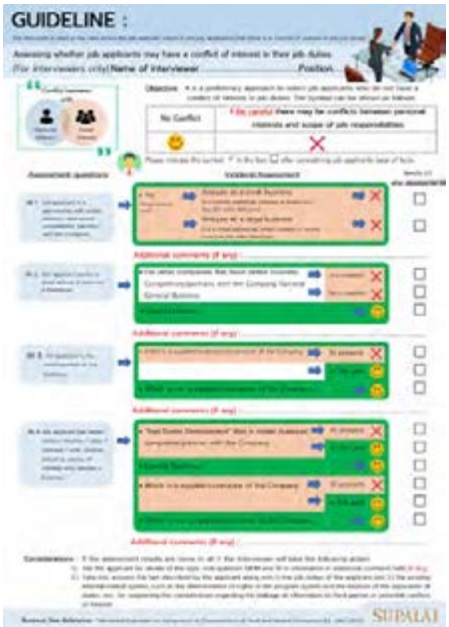
The Company has complied with the policy on conflicts of interest. All directors, executives and employees, including employees of its subsidiaries and associated companies, strictly abide by such policy. All employees must report situations of conflicts of interest when starting operations and whenever there is a change of any situation that is believed to create a conflict of interest. In the event that an employee suspects that there is a conflict of interest or if there is something that may cause others to consider that it is a conflict of interest, it must be reported to the supervisor and the report must be submitted to the Corporate Governance Department immediately. It is regarded as the Company's internal control process, which stipulates the Audit Committee and the Internal Audit Unit to be a person monitoring, supervising and managing conflicts of interest. This is to prevent conflicts between personal interests of employees or related persons and the overall interests of the Company. All directors, executives and employees are required;

- Not to use information from their positions and duties to create personal benefits. To make business decisions, the best interests of the Company's customers and shareholders must be taken into account without the influence of personal reasons or their family members, which does not meet the above principles.
- To avoid any personal interests that will negatively affect the performance of duties for the interests of the Company or make it difficult to perform operations properly, such as investing or being involved in any business opportunity in which the Company is interested and knowing such information due to operations under the responsibility of employees.
- Not to exploit in organizations that operate businesses with the Company or are a competitor of the Company or not to operate businesses on behalf of the Company with those who are members of their families or with a business organization in which they or their family members are significantly involved.
- Not to be an employee, director, partner, or consultant of a business organization that operates businesses with the Company or operates business similar to the Company or its partners or subcontractors
- Not to engage in businesses that provides services to the Company's key competitors or relates to self-employed works or works employed by others, which causes a negative impact on operations of the Company in any case.
- There is a policy for directors and executives having a stake in any agenda or possibly having interests that may conflict with the interests of the Company. Company Secretary Department will not submit such agenda and directors having a stake must temporarily leave the meeting room and abstain from voting on that agenda and must not participate in the approval process. This is the tradition of the Company that has been always conducted by the Board of Directors, whereas directors are not allowed to attend the Board of Directors' meeting on such agenda.

- If there is any related transaction or transaction with a conflict of interest, the Board of Directors establishes a policy for considering and approving transactions, which must be approved by the Board of Directors before proceeding. In addition, information on details of transactions, transaction value, reason and necessity are disclosed in the annual registration statement/the Annual Report (Form 56-1 One Report) in accordance with the regulations of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, Thailand. The Audit Committee is required to attend the meeting to consider and monitor fair and reasonable related transactions. Appropriate pricing policy is also established by mainly taking into account the highest benefits of the Company.

All directors, executives, and employees must disclose information when there is a situation to be believed that it may cause a conflict of interest. If an employee suspects that there is a conflict of interest or something that may lead others to think that it is a conflict of interest, they shall report it to their supervisor immediately. The supervisor and employees can jointly determine whether there is a conflict of interest and submit a report to the corporate governance department to report it to the Board of Directors promptly and disclose business opportunities from the use of assets or information of the Company before using such opportunities for any personal benefit. They shall not use their assets or information or positions in the Company for personal gain.





In 2023, the Company conducted a questionnaire on disclosure of conflicts of interest with the following guidelines:

- To review and prepare preliminary assessment guidelines for supervisors regarding job interviews in any situations with potential conflicts of interest in jobs and duties are reviewed and prepared. The Company's existing internal control system is also considered to reduce the likelihood of conflicts of interest in jobs and duties. No transaction with significant conflicts of interest is found.
- To follow up with executives and employees are required to disclose conflicts of interest annually through the Google Form system. In 2023, it was not found that executives and employees violated the requirements on conflicts of interest in the Company's transactions, which was the same as previous years.

In 2023, The Company does not have any transactions on financial assistance. Such as providing loans or guaranteeing loans to other companies to companies that are not subsidiaries or there is no case that the directors or executives of the Company trade in securities through insider trading or the Company has never violated or failed to comply with the rules on related transactions and the rules on asset trading. However, the Company has disclosed information in the Code of Conduct, Directors' Handbook, and Manual on Corporate Governance Policy and published such policy on the Company's website (www.supalai.com) in Thai and English versions for shareholders and the general public.

## (2) Exploitation of Insider Trading

The Company has complied with the policy on insider training. All directors, executives and employees, including employees of its subsidiaries and associated companies, strictly abide by the rules. All directors, executives and employees are requires to strictly comply with the relevant laws. Directors and executives have the following duties;

- Reporting the first shareholding of the Company and the change in securities holding, which includes spouses and children who are not sui juris as well as related persons under Section 59 of the Securities and Exchange Act B.E. 2535 (1992), within 3 business days from the date of purchase, sale, transfer or acceptance of transfer to the Office of the Securities and Exchange Commission, Thailand. In addition, they are not allowed to trade in the Company's securities during one month prior to the publishment of the financial statements for the public.
- Reporting the change in securities holding to the Office of the Securities and Exchange Commission of Thailand and submitting a copy of such report to the Company on the same date as the date of reporting to the Office of the Securities and Exchange Commission, Thailand.
- When receiving material inside information that affects the change in securities price, the trading of the Company's securities must be suspended during one month prior to the publishment of the financial statements or such inside information for the public. Such material information must not be disclosed to any third parties.

- If the directors and senior executives (executives as defined by the Securities and Exchange Commission, Thailand (SEC)) wish to trade-sell securities, the notice of intent shall be made at least 1 business day prior to the securities trading. The Board of Directors shall be informed through the Company Secretary. The securities holding report shall be prepared and submitted to the Securities and Exchange Commission, Thailand (SEC) within the specified period.

During two week before the closing date of financial statements, the Company Secretary will prepare a letter of notification to directors, executives and departments that acknowledge inside information to inform that they are not allowed to disclose inside information to any third parties or non-related persons and trade in the Company's securities during one month prior to the publishment of the financial statements for the public and notify everyone in the Company via e-mail. In 2023, the Company issued a notice once a quarter, totaling 4 times a year.

In 2023, the Board of Directors and executives had strictly observed the rules, so there was no case of violating or failing to comply with the rules on securities trading through insider trading and asset trading according to the rules of the SET and the Office of the Securities and Exchange Commission, Thailand. In addition, the Board of Directors and executives reported their securities holding when taking positions for the first time and the change in securities holding, which includes their spouses and children who are not sui juris as well as related persons, and also reported the securities holding to the Board of Directors every quarter.

The Company considers that inside information and business information is important for the Company's operations and management, which are regarded as the Company's confidential information that has not been disclosed to the public. In case of disclosure, it may affect the Company, its subsidiaries, associated companies and personnel of the Company. In particular, it has an impact on the value of shares traded in the SET. Therefore, inside information must be kept confidential, unless it is permitted to disclose or when it is required by laws to disclose it. However, the Code of Conduct, the Directors' Handbook, and the Manual on Corporate Governance Policy are published on the Company's website (www.supalai.com) for shareholders and the general public.

Details can be summarized as follows:

1. Directors, executives and employees must not exploit the inside information of the Company or the Company's business partners obtained from their duties to buy or sell or offer to buy or offer to sell or persuade others to buy or sell or offer to buy or offer to sell the securities of the Company or the Company's business partners for their own benefit or other persons and must strictly comply with the relevant laws.
2. Directors, executives and employees must keep inside information confidential in the part of their responsibility and must not transfer it to any third parties, including the Company's non-related personnel.
3. The Company prevents the insider trading by limiting access to information that has not been disclosed to the public. Information will be disclosed to related and necessary persons only and the security system of inside information is also provided. The data subject must instruct relevant persons to strictly comply with the rules.
4. Disclosure of information must be made by the Company's authorized personnel. General personnel are not responsible for disclosing information. When being asked to disclose information that they do not have a duty to disclose, suggest the questioner to ask the person who has the duty of information disclosure in order to provide accurate information in the same direction.
5. Employees should control third parties involved in inside information, such as financial advisors, legal advisors and auditors including associates involved in information that has not been disclosed to the public and has been being negotiated. This relates to the inside information storage which may affect changes in price or value of securities or the loss of business benefits of the Company. These persons must enter into a confidentiality agreement until information is disclosed to the SET and the Office of the Securities and Exchange Commission, Thailand.
6. In addition to information being disclosed to the public, the Company considers that the Company's information is for internal use only. All directors, executives and employees must use it under the framework of assigned duties and responsibilities.
7. All directors, executives and employees are responsible for protecting and keeping information. They must not exploit inside information even after the termination of employment or work at the Company. An interview is provided before leaving the job in order to return confidential information to the Company and remind the resigning employees of the responsibility of keeping the Company's confidential information after resignation. A written letter with the signature for acknowledgment must be provided.
8. Directors and executives are responsible for reporting their securities holdings and the change in securities holding under Section 59 of the Securities and Exchange Act B.E. 2535(1992) within 3 business days from the date of purchase, sale, transfer or acceptance of transfer to the Office of the Securities and Exchange Commission, Thailand. In addition, they are not allowed to trade in the Company's securities during one month prior to the publishment of the financial statements for the public.
9. The Company requires directors and executives to report changes in their securities holdings to the Office of the Securities and Exchange Commission of Thailand and submit a copy of such report to the Company on the same date as the date of reporting to the Office of the Securities and Exchange Commission, Thailand.

10. The Company requires directors and executives obtaining material inside information that affects changes in price or value of securities to suspend the trading of the Company's securities during one month prior to the publishment of the financial statements or inside information for the public. Such material information must not be disclosed to any third parties. During 30 days prior to the announcement of operating results, the Company secretary will provide a letter of notification to the directors, executives and departments that obtaining inside information to inform that they must not disclose inside information to any third parties or non-related persons.
11. The Company has campaigned against the insider trading through the Company's communication channels, especially when there are important events, such as the issuance of newly issued ordinary shares, the issuance of debentures, etc.
12. The Company considers that the action of violation of the policy on insider trading and unauthorized disclosure of information causing damages to the Company and related persons is an offense requiring disciplinary action and/or legal liability.

The Board of Directors pays attention to the compliance with the Personal Data Protection Act B.E. 2562 (2019). Therefore, the personal data protection policy is prepared and submitted to all directors, executives and employees, including a letter of consent to use or disclose personal data of employees. They must be submitted to everyone through the Employee Self Service (ESS) system for affixing signatures in order to improve the standard of operations in accordance with external regulatory authorities and the good governance principles. The Board of Directors, executives, and employees strictly comply with the policy. As a result, there is no violation or failure to comply with rules on securities trading through insider trading. In 2023, the Company applies SPL Consent Management system for executives and employees of the Company, its subsidiaries, and associates to signed an acknowledgement of the Code of Conduct and policies so that employees can apply them as a guideline for their conduct. The employees of the Company and its subsidiaries signed a complete acknowledgement, representing 100%.

## Report of employees acknowledging the Code of Conduct and the Company's policies for the year ended December 28, 2023

**Supalai Public Company Limited**

Number of employees

Total **1,431 employees**

Acknowledge Code of Conduct

**100%**

**Subsidiaries**

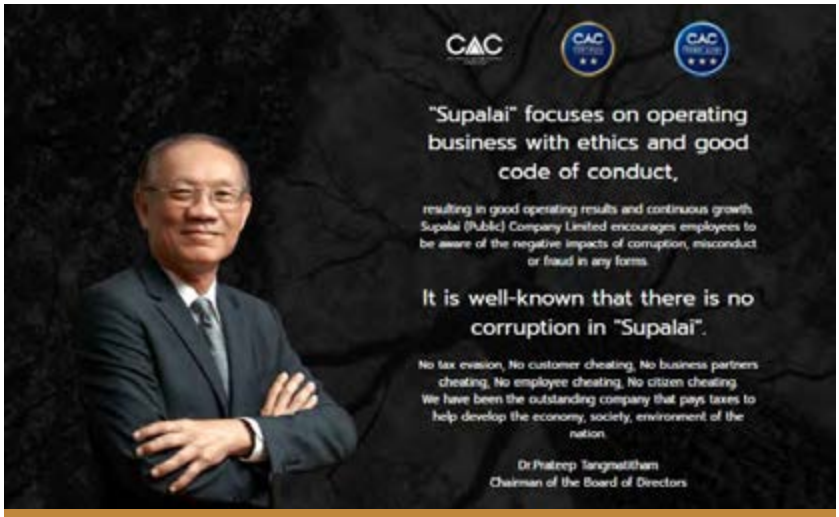
Number of employees

Total **345 employees**

Acknowledge Code of Conduct

**100%**

## (3) Anti-Corruption

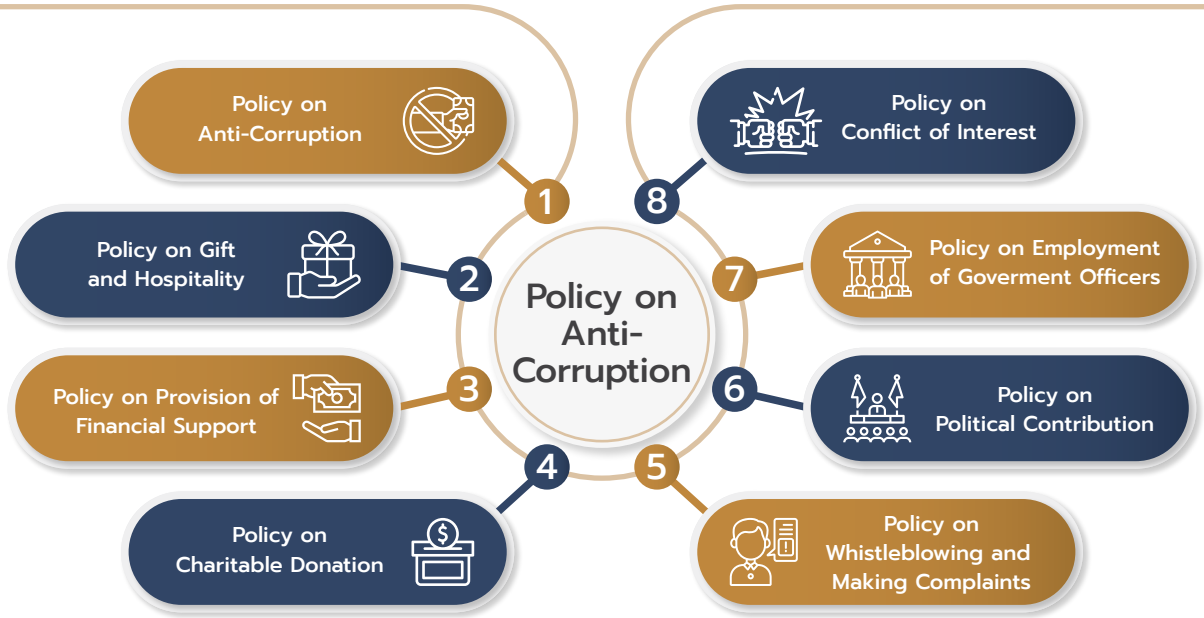



Messages from the Chief Executive Officer on Anti-Corruption Measures

The Company realizes that "Corruption" is a kind of social harm that causes impacts in terms of the Company's sustainability as well as economy, society, politics and international confidence. As such, the Company has clearly established policies relating to anti-corruption, which emphasize on raising awareness of employees and executives at all levels to be aware of the dangers of corruption, including creating the right values to develop the transparent organization. It also creates confidence in business cooperation among organizations, investors, financial institutions, and business partners, which will increase the competitiveness of the organization in the short term and long term.

In this regard, the Board of Directors has assigned the Audit Committee to supervise the implementation of anti-corruption measures. The responsible person is assigned to prepare rules, procedures, monitoring, and reporting in writing. There is honest and transparent disclosure of information which is ready to be reviewed in every process. In addition, the disclosure of information is sufficient and effective in order to minimize risks possibly arising from corruption.

All directors, executives and employees of the Company, its subsidiaries or other companies controlled by the Company must strictly adhere to this anti-corruption policy which consists of the following policies;



However, the establishment of policies, practices and the formation of an internal control system to prevent corruption will result in transparency and good corporate governance in a concrete and verifiable manner. The Company sincerely hopes that such approaches will benefit stakeholders in the long term as follows:

## Policies

Supalai Public Company Limited has a policy on anti-corruption by preparing written practices in the Business Ethics and Code of Conduct for directors, executives, supervisors and employees in the cartoon version. The Board of Directors has also established 8 policies relating to anti-corruption measures, which has been approved by the Board of Directors. The Company complies with the above policies and also communicates the anti-corruption policy to all directors, executives, supervisors and employees. The Company requires the implementation in all processes to be within the scope of the laws. In addition, the Company provides a channel of whistleblowing or complaining on corruption and the measures to protect whistleblowers in the event that corruption acts are found. However, further details of the policies and implementations relating to the prevention of involvement with corruption can be found on the Company's website (www.supalai.com) under the section of anti-corruption Measures. 8 policies relating to anti-corruption measures are as follows:

## 1 Policy on Anti-Corruption

The Company complies with the anti-corruption policy. The Company operates its business by using fair and transparent business competitive strategies and mainly adhering to the good quality of products. The Company does not accept any corruption at all, whether by presenting, promising, asking, claiming, offering or receiving bribes, inducing an illegal act, or destroying trust. Officers at all levels, including directors, executives, supervisors, and employees working for the Company, its subsidiaries, or other companies controlled by the Company, including persons involved in the business operation, are required to comply with such anti-corruption policy in all relevant departments and all localities where the Company operates its businesses.

Plus, the Company also establishes detailed procedures for anti-corruption so that the implementation is in accordance with the policy. However, the Company will review the procedures regularly in order to be in line with changes in laws and businesses and also maintain the Company's reputation.

## 2 Policy on Gift and Hospitality

The Company legally operates its business with integrity in order to maintain its reputation. The Company establishes a no gift policy regarding the acceptance and offering gifts, assets, or other benefits that can be done according to tradition and morality to express gratitude or maintain a normal business relationship. However, if the acceptance and the offering of a gift, asset or other benefits is inappropriate, which may affect the decision of the performance of duties and cause the Company to lose benefits, the Company will not support such action.

## 3 Policy on Provision of Financial Support

The Company abides by the policy on provision of financial support with the commitment to business operations together with continuous corporate social responsibility in order to conduct business transparently. The Company establishes procedures and supervises the provision of financial support by reviewing the transaction approval from the Company's authorized persons, including reporting results and following up the results of provision of financial support to ensure that the financial support provided by the Company has been used according to the purpose of financial support request.

## 4 Policy on Charitable Donation

The Company complies with the policy on charitable donation by focusing on business operations together with continuous corporate social responsibility in order to conduct business transparently. The Company establishes procedures and supervises transactions of charitable donation by reviewing the transaction approval from the Company's authorized persons, including reporting results and following up the results of charitable donation to ensure that the financial support provided by the Company has been used according to the purpose of charitable donation request.

## 5 Policy on Whistleblowing and Making Complaints

The Company establishes and complies with the policy on whistleblowing or making complaints by providing a channel for whistleblowing or making complaints due to an illegal or unethical act and behavior possibly implying corruption or misconduct of persons in the organization, including employees and all groups of stakeholders. In addition, the Company provides a mechanism to protect informants and pays attention to confidentiality of complaints in order to build the confidence of complainants. Procedures, fact investigations, summaries, including protection measures for whistleblowers or complainants are clearly established for not suffering from trouble. They can perform whistleblowing or make complaints via email: anti-corruption@supalai.com or a suggestion box installed at the fire exit of each floor at Supalai Grand Tower Rama III, which is reported directly to the independent directors.

## 6 Policy on Political Contribution

The Company complies with the policy on political contribution and supports the democracy by encouraging all directors, executives, employees, including employees of companies controlled by the Company, to exercise their political rights in accordance with the laws as a good citizen, express, join, support and exercise political rights outside working hours by using their own resources only. The Company has no policy for supervisors and employees at all levels to instruct or influence others by any means which cause employees and subordinates to participate in all types of political activities that may lead to internal conflicts.

## 7 Policy on Employment of Government Officers

The Company complies with the policy on employment of government officers by selecting and recruiting personnel who had been a government officer according to the criteria set by the Company in order not to avoid the exploitation of such actions as a return for acquisition of any benefits. In addition, information is disclosed for transparency and traceability.

## 8 Policy on Conflict of Interest

The Company complies with the policy on conflicts of interest by providing a channel for the Company's personnel to report conflicts of interest to the Audit Committee to ensure that the Company's personnel perform their duties by adhering to the Company's benefits under lawfulness and ethics. The Company's personnel must strictly avoid having any personal interests which will adversely affect the performance of duties for the benefits of the Company according to the specified policy on prevention of conflicts of interest.

# Assessment of Risk on Business Corruption

The Company conducts a corruption risk assessment in all departments of the Company and its subsidiaries. Each department identifies risks possibly arising from corruption, score level of opportunity and impact of risks, including approaches to minimize risks and measures on corruption prevention or anti-corruption. The risk assessor considers risks from the nature of business activities, operational processes, situations of the industry, business terms, including policies relating to anti-corruption measures and a manual on policies relating to anti-corruption measures that identifies the specific procedures of each policy, such as receiving or offering gifts, providing subsidy or political actions. All directors, executives, supervisors and employees of the Company and its subsidiaries must strictly comply with these rules and policies communicated by the Company and trained to employees.

In 2023, the Company did not detect any significant issues or defects regarding litigation on anti-competition, destruction of credibility, monopoly of trade, incidents of discrimination, and corruption. In addition, there were no fines or non-fine penalties due to inconsistent operations with applicable laws or regulations and violations of Code of Conduct.

## 6 Steps for Risk Assessment

### 1. Risk Identification

Supervisors identifies the potential corruption risks by taking the results into action

- When planning an internal audit plan
- When there is an Audit Checklist in the system audit process.

### 2. Risk Assessment

The assessor identifies the severity of the risk and how it affects the achievement of the objective by considering the level of likelihood and impact that may arise from risks. When encountering issues/ findings that the risk is medium, high, or very high, the risk management plan and risk appetite shall be reported to the Audit Committee, Risk Management Committee, Corporate Governance and Sustainability Development Committee.

### 3. Risk Management

Defining strategies or activities to manage risks in accordance with risk appetite of the Company.

### 4. Control Activities

A policy or practice is applied to implement a control, such as approval, review, reconciliation, separation of duties, to ensure that the risk management has been performed appropriately and timely.

### 5. Risk Management Monitoring and Reporting

Monitoring and improving risk management activities to ensure continuity and appropriateness of the situation by collecting and presenting corruption risk information to the Audit Committee, the Risk Management Committee, and the Board of Directors for consideration and approval at least once a year.

### 6. Communication

Risk management is communicated according to the opinions of the Audit Committee and the Board of Directors and then notified to the relevant department.

Issues / findings are communicated to each department as follows;

- Internal Audit and Corporate Governance Section
- Risk Management Section
- Quality System Section

## Establishment of Guidelines for Control, Prevention and Monitoring of Risks on Corruption

The Chief Executive Officer is a model organization leader in implementing an anti-corruption policy strictly as follows;

- Message from the Chairman of the Executive Committee on Anti-Corruption Measures is informed to all groups of stakeholders to demonstrate their commitment to anti-corruption action.
- Being appointed to the anti-corruption Cooperation Subcommittee in order to consider the approach on anti-corruption cooperation and the enhancement of transparency in procurement of the Ministry of Finance.
- The Company signed and became a member of the Partnership against Corruption for Thailand (PACT Network).
- Supports the Company's online knowledge test on anti-corruption measures and offers rewards to employees who obtain the highest score.
- Supervising executives and supervisors to communicate corruption risks through project meetings, and providing cooperation in responding to survey forms and interviews with private companies on corruption issues of the Thai Institute of Director (IOD).
- The Company has been certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) from Thailand's Private Sector Coalition Against Corruption Committee to sign the project as a Private Sector Collective Action Coalition Against Corruption for Small and Medium Enterprises (CAC Change Agent). The Company was announced to be a CAC Change Agent as the Thai Private Sector Collective Action Against Corruption for 2 consecutive years.

This model practice of organizational leaders is to build the confidence to all employees to provide cooperation on anti-corruption. All employees strictly adhere to the anti-corruption policy. The Company prepares the procedures on compliance with anti-corruption policy in order to control, prevent and monitor risks from corruption. The Company discloses such procedures on its intranet and also communicates knowledge on the anti-corruption policy and practices on a quarterly basis has been communicated to all employees of the Company and its subsidiaries via channels of e-mail, Line Group, public relations boards at various areas within the headquarters, and all project offices of the Company, including its subsidiaries. New employees will be informed of the anti-corruption policies and procedures as soon as they start working. Trainings are always provided to employees at the orientation of new employees, including public relations to third parties and all business partners of the Company.

Furthermore, it also establishes the procedures for recording and collecting statistical data on the number of whistleblowing, type of whistleblowing, number of whistleblowing being investigated and implemented, summary of investigation results of each complaint, including annual statistical reports on whistleblowing or complaints to the Audit Committee and the Board of Directors in writing. This is for the benefits of monitoring progresses and improvement of the Company's operational processes that may cause all forms of corruption.

## Complaint and Whistleblowing Process

According the Company's process of the assessment of the risk from corruption, the assessment results are applied to establish policies and procedures in order to prevent corruption, whether it is in the form of a bribe, return, gift or conflict of interest, etc. A responsible is assigned to supervise the established procedures in order to control, prevent, and monitor implementations that may cause risks from corruption under the supervision of the Management. The Management conveys its intentions to business partners and business alliances, for example, conveying the intention to encourage employees of the Company and communicating to contractors about the commitment to corruption prevention which contractors can express comments / inform issues that are not treated fairly to the senior executives directly or via email: anti-corruption@supalai.com.

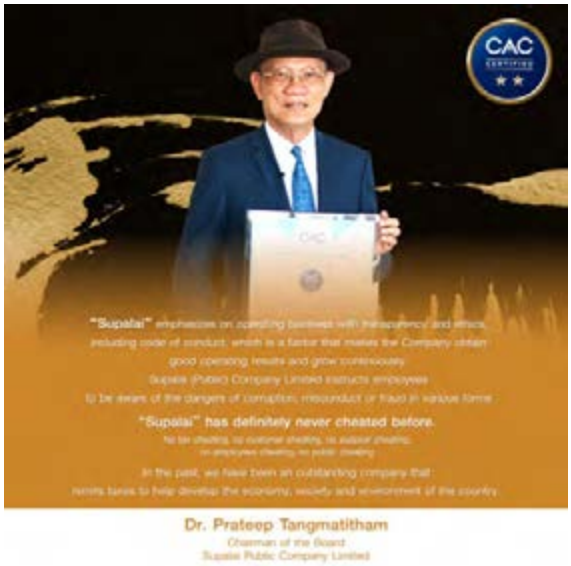
In 2023, the policies, practices, measures and penalties, monitoring and reviewing of appropriateness of policies were included in the Business Ethics and Code of Conduct, which were communicated to all directors, executives and employees via the Company's intranet and e-mail so that they would acknowledge and strictly comply with. In addition, they must sign to acknowledge the Company's policy in writing every year. There is a plan for executives and employees of the subsidiaries to sign an acknowledgment of the anti-corruption policy through the SPL Consent Management system. It is an online signing system that can view various report information, such as the number of signatories for policy acknowledgement, the number of persons reading the Company's policy information, etc. It is a tool to manage and raise awareness of employees to have a coalition for anti-corruption and inherit it from generation to generation to become a strong culture of the Company.

## Disclosure of anti-corruption practices

Throughout the years, Supalai Public Company Limited is aware of "corruption", which is a social threat affecting the Company's sustainability as well as economic, social, political aspects and international confidence. The Company operates businesses based on ethics and Code of Conduct. As a result, the Company had good operating results and continuously grew. All employees are aware of the dangers of corruption, misconduct, and various forms of cheating. Over the past 3 years, anti-corruption operations have caused significant developments. as follows:

### 2021

The Company has been certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC).




The Company signed and joined the Thai Private Sector Collective Action Coalition Against Corruption for Small and Medium Enterprises (CAC Change Agent).

### 2022

The Company, on behalf of Change Agent, invited SME suppliers, who have declared their intention to conduct business with transparency together with the Company, to participate in a special activity, "CAC Change Agent Day 2022", organized by Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) to help strengthen transparent business networks.

The Company was awarded CAC Change Agent Award 2022.

## 2022

The Company was honored by members of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) to meet. Dr.Prateep Tangmatitham, Chairman of the Executive Committee, to interview about the Company's Success Story for dissemination in various media to express the Company's ideology and commitment to business operations with transparency and awareness of the importance of anti-corruption.

## 2023

The Company received the 2nd renewal certification as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC).

The Company received CAC Change Agent Award 2023 for 2 consecutive years.

The Company organized the seminar, "SPALI Supplier Day 2023", to communicate sustainable business practices to business partners by focusing on business operations based on Environmental and Corporate Governance (ESG) and awareness of problems, including risk prevention and corruption solutions.

### (4) Channel for Whistleblowing on Corruption

The Board of Directors establishes a channel for whistleblowing or complaints on illegal acts or an offense on corruption or ethical violation or behaviors that may imply corruption or misconduct of any individuals in the organization or being violated the rights by employees and all groups of stakeholders (including partners, sub-contractors and employees) The stakeholders can perform whistleblowing or report complaints through the following channels;

**e-mail: anti-corruption@supalai.com**
**Reported directly to independent directors**

**Suggestion Box Installed**
**at the fire exit of each floor**

**Making a complaint by calling 1720**

**Employees make a complaint/offer a comment directly to executives.**

## Procedures for Handling Complaints on Corruption

The Company establishes the procedures for handling complaints on corruption as follows:

### 1 Acceptance of Matters

When whistleblowers or complainants report any corruption matters, the coordinator registers the acceptance of matters.

1) The complainant must be the person affected by the Company's operations and show his/her identity with evidence issued by government agencies for supporting the reporting of complaints.
2) The complainant provides written details of the complaint by describing the sequence of events in detail, including the date, time, name-surname, and the affiliated department of the referring person referring to.

### 2 Investigation

The Investigation Committee is appointed to conduct the investigation and summarize its results and then present it to the Audit Committee.

### 3 Reporting of Results

The Internal Audit Department summarizes details of complaints, investigations, and consideration results and presents them to the Audit Committee. The Audit Committee summarizes the consideration results and also expresses opinions and reports to the Board of Directors.

### 4 Reporting of Results to Whistleblowers or Complainants

The consideration results are notified to the whistleblowers or complainants after reporting such investigation results to the Board of Directors.

### 5 Monitoring and Reporting

In the case that the Audit Committee or the Board of Directors provides any suggestions or comments on the improvement of procedures for corruption prevention, the Internal Audit Department is responsible for monitoring and reporting the results of improvement and correction to the Audit Committee and the Board of Directors for acknowledgment.

## Measures for Protection of Whistleblowers or Complainants

The Company establishes a policy on protection of whistleblowers or complainants regarding corruption as follows:

1. The Company will keep information and identity of the whistleblower or complainant and the person being complained confidential.
2. The Company will disclose only necessary information by considering the safety and the damage of the reporter, the source of information or related persons.

3. Those affected will be mitigated through appropriate and fair procedures.
4. In the case that whistleblowers or complainants or those cooperating in the investigation think that they may be in danger or may suffer from damages, whistleblowers or complainants or those cooperating in the investigation can request the Company to establish appropriate protection measures or the Company may establish protection measures without the request of the complainants or those cooperating in the investigation if it is considered that such matter is likely to cause damages or dangers.
5. The Company will not take any unfair action to the whistleblower or complainant, such as changing their job position, job description, place of work, suspension of work, threatening, interference with operations, termination of employment or any other acts that are unfair to the whistleblower or complainant or those cooperating in the investigation.
6. The Company does not demote, punish or give negative effects to employees who refuse to be involved with corruption in a practical manner.

## Provision of Knowledge on Anti-corruption Measures

### Provision of Knowledge on Anti-corruption Measures to All Directors, Executives, Supervisors and Employees

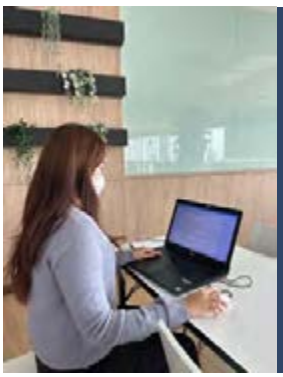
In 2023, there was a training course, "Road to Certify with THAI CAC", to enhance knowledge in preparing for submission to certification with Thailand's Private Sector Collective Action Coalition Against Corruption (CAC).

The Company offers trainings to all new employees to provide knowledge on anti-corruption measures at the employee orientation and issues press releases to provide knowledge on anti-corruption through public relation boards, Line Group, and e-mails to employees of the Company and its subsidiaries. In addition, activities are held to create a culture that supports the organization's anti-corruption, such as an annual anti-corruption knowledge test, bulletin board decoration for providing knowledge, which receives positive feedback from employees. The managing director also emphasizes that all employees must acknowledge benefits of anti-corruption at the Company's annual New Year's party. Regarding the provision of knowledge on anti-corruption measures to directors and senior executives, information on anti-corruption policy, practices, results of policy implementation, manual on implementation of policies on anti-corruption measures, and benefits are presented to the Management Committee, the Executive Committee and the Board of Directors.

Chairman of the Executive Committee gave the speech about the benefits of anti-corruption at the Company's New Year party.

The Chairman of the Executive Committee communicates with all employees to acknowledge the benefits of anti-corruption through the intranet system.

Communicating anti-corruption policy and measures and whistleblowing channels through the intranet system



Knowledge Test on Good Corporate Governance, Risk Management and Anti-Corruption Measures

## Communication and Training to Employees and Stakeholders

The Company disseminates anti-corruption measures to all employees via public relations boards, e-mail, the Company's intranet and also communicates such measures to all groups of stakeholders, such as shareholders, business partners, competitors, customers, contractors and stores, through the Company's website (www.supalai.com). It is considered to the compliance with the policy on treatment of customers and business partners. The Company does not request or receive any dishonest benefits and accept gifts in any festivals. In addition, risk management on corruption is also provided. The Management sends a letter to suppliers so that they can use such channel to perform whistleblowing via the email: anti-corruption@supalai.com. However, this is to communicate the Company's policies and practices on corruption prevention to stakeholders and allow them to know the channels for whistleblowing and create participation from stakeholders to make the Company's commitment to corruption prevention achieve its specified objectives.

Not only the employees of the Company are aware of the practices on anti-corruption, but the Company also provides communication to applicants who are interested in working with the Company in the job application form and when interviewing applicants about attitudes on anti-corruption.

Dissemination through the Company's website and intranet

## Guidelines for Monitoring and Evaluating Compliance with Anti-corruption Measures

The Board of Directors and the Audit Committee are responsible for supervising the internal control system and giving opinions on the adequacy of the internal control system. The topics were evaluated based on "Internal Control System Sufficiency Evaluation Form" announced by the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. It evaluates in accordance with the framework of the COSO - ERM 2017 (The Committee of Sponsoring Organization of the Treadway Commission - Enterprise Risk Management - Integrating with Strategy and Performance) in 5 categories, which are

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information & Communication
5. Monitoring Activities

In 2023, Regarding the results of the internal control system review, there were no significant disadvantages or deficiencies found in the internal control system. Each process is approved and reviewed sufficiently.

However, the procedures are concrete and are implemented for continuous development as follows;

## Procedures for Concrete Operations

1. **Establishment of Policy:**

   The Company establishes the written anti-corruption policy by requiring all directors, executives, supervisors and employees including employees of the Company and its subsidiaries to strictly comply with.

2. **Monitoring and Evaluation of Performance:**

   The Company assigns the Internal Audit Department to monitor and evaluate results and the compliance with anti-corruption measures, including improve operational processes in accordance with the relevant policies. Guidelines for monitoring and evaluating the compliance with anti-corruption measures are established. The work process is reviewed in each procedure that deficiencies may be found in the internal control system which possibly causes corruption in order to seek for the preventive measure and define it as a practice.

3. **Improvement of Work Process:**

   In addition to the application of results of the work process review to improve procedures, the Audit Committee and the Board of Directors' opinions on the review of the completeness and sufficiency of the work process are also applied from the investigation results, complaints from the corruption risk assessment, as well as opinions of all employees through the specified email channel. They are applied to the improvement of the relevant processes, practices and policies in order to minimize the risk from corruption.

4. **Monitoring of Work Process Improvement:**

   Following up the improvement results and summarizing the improvement results to ensure that suggestions presented to improve processes, practices and policies have been put into operation in a timely manner.

5. **Results Reporting:**

   The Internal Audit Department reports the monitoring results and evaluation results of anti-corruption measures, including suggestions on the implementation and improvement results to the Audit Committee annually so that the Audit Committee can review the completeness, appropriateness and sufficiency of the processes, practices and policies relating to anti-corruption measures. The Audit Committee is responsible for reporting the review results to the Board of Directors. However, if the Audit Committee and the Board of Directors provide any suggestions, the Company will apply them to improve the relevant processes, practices and policies to enhance the efficiency of the internal control.

## Monitoring

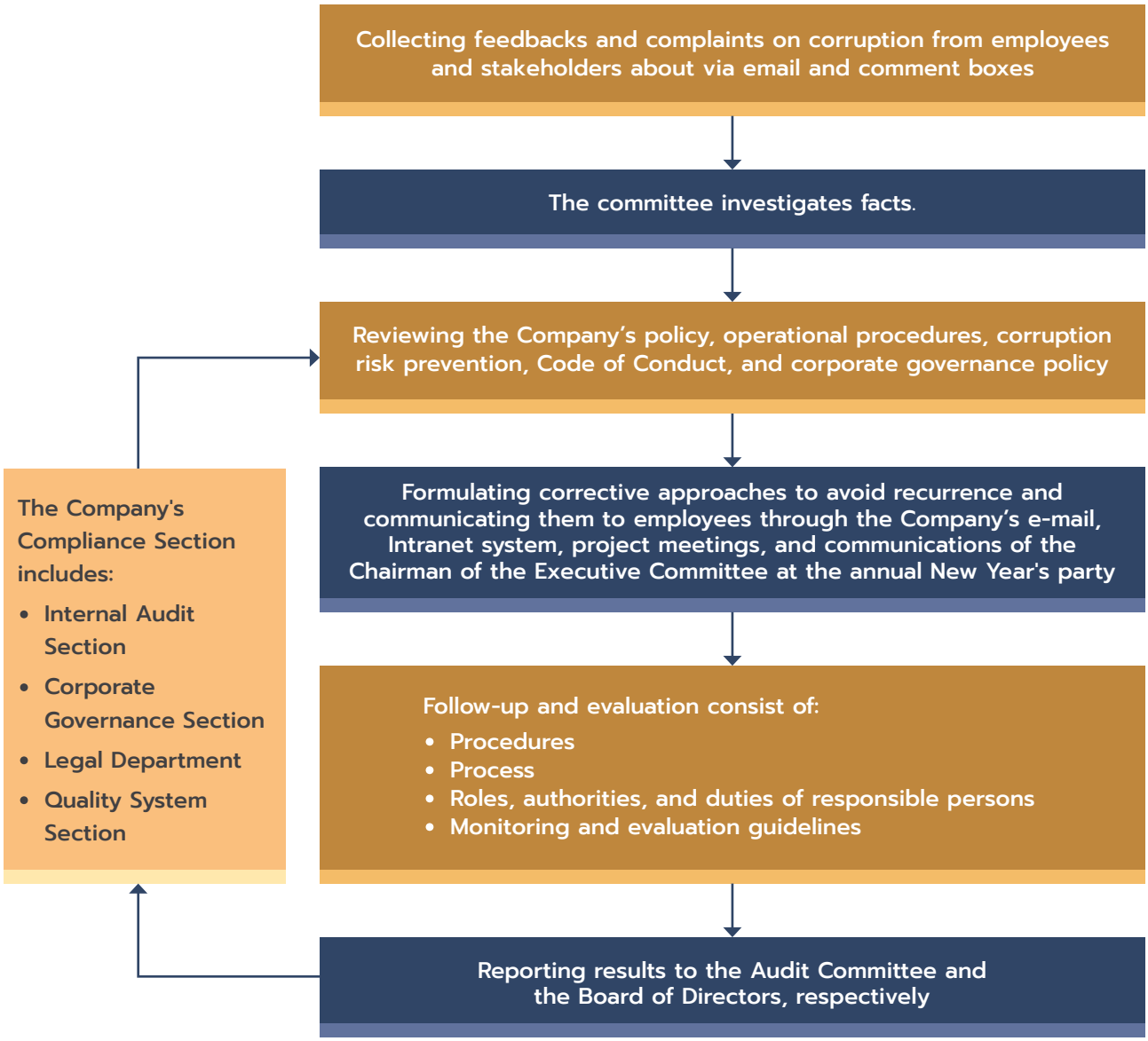
The Board of Directors is responsible for reviewing the appropriateness of the anti-corruption policy annually by taking into account the effectiveness of the policy, the compliance with the good governance principles of the business, including the Board of Directors' suggestions on the development and improvement of previous policies. Each year the Internal Audit Department is responsible for reporting the results of the compliance with anti-corruption measures to the Audit Committee. The Audit Committee then gives opinions and suggestions for process improvement to the Board of Directors for consideration.

In 2023, the Company and its subsidiaries have no legal dispute or any violation of laws relating to corruption which are being investigated, prosecuted, or judged. In 2023, the Company received 1 cases of whistleblowing through any channels which was the action against the Company's articles of association actions against the Company's regulations, code of conduct, policy on corporate governance, and anti-corruption policy and measures. The Company has implemented and established corrective measures for recurrence prevention which can be summarized as follows:

| Issue | Whistleblowing Channels | Action | Corrective Measures For Recurrence Prevention |
|---|---|---|---|
| Employees demand money from contractors in exchange for benefits in obtaining opportunities to be the Company's suppliers. | Human Resources Department | 1. The Committee investigated facts to ensure fairness to all parties. The Internal Audit Department supported related information for consideration of the Disciplinary Committee.<br>2. The Company considered the misconduct due to violation of the Company's regulations on the performance of duties, the preservation of the Company's interests, integrity, and non-compliance with the Company's Code of Conduct and anti-corruption policy. | 1. Chairman of the Executive Committee communicates the corporate culture by educating employees to be aware of the dangers of corruption, misconduct or cheating in various forms through internal communication channels of the Company.<br>2. Communicating the announcement on the Company's assets and authority via e-mail and Intranet to create knowledge and understanding for employees to know the correct operating process and obtain the approval according to the specified authority.<br>3. Executives and supervisors at all levels communicate to employees and set it as the agenda by communicating case studies and correct practices when there is a situation that may be a risk of corruption.<br>4. The Company requires all employees to sign an acknowledgment of compliance with the Code of Conduct and provides a testing system to create knowledge and understanding on the compliance with the Company's Employee Code of Conduct. |

| Issue | Whistleblowing Channels | Action | Corrective Measures For Recurrence Prevention |
|---|---|---|---|
| | | | 5. Holding a meeting of contractors, informing the policy that the Company does not have a policy to demand any money as well as notify the whistleblowing channels if there is a case of corruption, and emphasize whistleblowing channels and protection of whistleblowers.<br>6. The Company encourages job rotation of employees to reduce the chance of damage from performing duties that may cause personal interests (Conflict of Interest). |

## Corrective procedures to prevent recurrence of violations of the Code of Conduct



## Review of Completeness and Sufficiency of Anti-corruption

The Company assigns the Audit Committee to conduct the review of completeness and sufficiency in order to prevent any involvement with corruption as follows;

1. The Company establishes an anti-corruption policy which all directors, executives, supervisors and employees including employees of the Company, its subsidiaries or other companies controlled by the Company must comply with. It is also identified in the Code of Conduct for directors, executives and employees of the Company, which must be strictly abided by.
2. The Audit Committee is responsible for supervising and reviewing the compliance with anti-corruption measures under the Management's control, prevention and monitoring of risks from corruption, which policies and guidelines are clearly established and reporting the results to the Board of Directors.
3. The Company provides the efficient internal control system, covering finance and accounting and the assessment of the sufficiency of the internal control system to the Audit Committee annually and also establishes procedures for storage of documents and records in accordance with the specified accounting standards.
4. The Management supports the provision of knowledge on compliance with anti-corruption measures to employees and also expressing the intention and commitment to corruption prevention to all employees of the Company, its subsidiaries, other companies controlled by the Company and all groups of stakeholders.
5. The Company provides the channel for whistleblowing or making complaints in the event that any corruption is found. Measures to protect whistleblowers, complainants or persons cooperating in providing such information are established. In addition, they are able to suggest, comment and ask questions about anti-corruption measures via e-mail: anti-corruption@supalai.com Employees can make complaints/express their opinions directly to executives or put suggestions in the suggestion box installed at the fire exit of each floor.
6. The Company conducts corruption risk assessments in all departments of the Company and its subsidiaries.
7. The Company appoints a working group to develop the anti-corruption system by requiring employees to participate in driving, promoting and developing the compliance with anti-corruption measures in the organization.
8. The Company organizes activities to campaign against corruption, such as disseminating anti-corruption policies to all groups of stakeholders through the Company's website (www.supalai.com) and to all employees via e-mail and the Company’s intranet, providing the orientation to new employees to provide knowledge on anti-corruption policy and practices, issuing press releases to provide knowledge on anti-corruption measures informing case studies to better understand the policy, and providing a knowledge test on anti-corruption.

The Board of Directors has appointed committee members who possess proper knowledge, expertise as the Sub-Committees, to help in studying and screening important matters that need close supervision and to give suggestions to the Board. The Company's Committees comprise Audit Committee (All members of the Audit Committee have sufficient experiences, knowledge and skills in accounting and finance for reviewing financial statements.), the Corporate Governance and Sustainability Development Committee, the Nomination and Compensation Committee and Risk Management Committee.

# 8.2 The Audit Committee

## 8.2.1 Number of Meetings and Attendance of the Audit Committee

The Board of Directors approved the establishment of the Audit Committee on November 18, 1999 by appointing the Company's directors who possess qualifications according to the Securities and Stock Exchange Act and as set out by the Stock Exchange of Thailand. The Audit Committee comprises the following 3 independent members who have possessed knowledge, understanding or experience in Accounting and Finance. The names are listed as follows:

| No. | Name - Surname | Position in the Audit Committee | Position in the Board of Directors | Attendance at Audit Committee's Meeting |
|---|---|---|---|---|
| 1 | Mr.Anant Gatepithaya | Chairman of the Audit Committee | Independent Director | 12/12 |
| 2 | Assist.Prof.Aswin Bijayayodhin | Director of the Audit Committee | Independent Director | 12/12 |
| 3 | Assoc.Prof.Dr.Somjai Phagaphasvivat | Director of the Audit Committee | Independent Director | 12/12 |

## 8.2.2 Performance of the Audit Committee

In 2023, there were 12 Audit Committee's meetings which were reported to the Board of Directors. The meetings were held with executives in charge of accounting and finance and the Audit Committee had the meetings with external auditors every quarter. The auditors of the Company and its subsidiaries are EY Office Company Limited. Certified public accountants have no relationship or interest with the Company, subsidiaries, executives, major shareholders or persons related to such persons in any way. Therefore, they are independent to audit and express opinions on the Company's financial statements.

In the previous fiscal year, the Company and its subsidiaries did have any non-audit fee from the audit office where the auditors were affiliated with and persons or businesses relating to the auditors. The audit office where the auditors were affiliated with (for details, please see Section: 7.6.3 Auditing Fee) and the Company were able to comply with the requirements of external regulators and relevant laws.

The performances of the Audit Committee for 12 times can be summarized as follows:

## Q1/2023

- To consider the issue on limitations arising from the audit of financial statements with auditors.
- To consider and review the report on the Company's performance and financial status for the year ended 31 December 2022.
- To consider and review connected transactions.
- To consider the selection and the appointment of the auditor and auditing fee for the year 2023.
- To consider and review the charter of the internal audit.
- To consider and review non-financial performance reports.
- To acknowledge the report of lawsuits and litigation to the Office of the Consumer Protection Board.
- To acknowledge the results of risk management review.
- To acknowledge performances relating to complaints received from Social Network.
- To acknowledge the results of the conflict of interest review for the year 2022.
- To consider and review the internal audit reports, the performance following the resolution.

## Q2/2023

- To consider the issue on limitations arising from the audit of financial statements with auditors.
- To consider and review the report on the Company's performance and financial status for the quarter 1/2023.
- To consider and review connected transactions.
- To consider and review the Anti-Corruption Policy and Measures to support the CAC certification renewal.
- To consider and review the internal audit reports, the performance following the resolution.

## Q3/2023

- To consider the issue on limitations arising from the audit of financial statements with auditors.
- To consider and review the report on the Company's performance and financial status for the quarter 2/2023.
- To consider and review connected transactions.
- To consider and review the charter of the Audit Committee.
- To consider and review non-financial performance reports.
- To acknowledge the report of lawsuits and litigation to the Office of the Consumer Protection Board.
- To acknowledge the verification results of legal compliance and review the law register list.
- To acknowledge the results of the review of compliance with the Anti-Corruption Policy and Measures.
- To consider and review the internal audit reports, the performance following the resolution.

## Q4/2023

- To consider the issue on limitations arising from the audit of financial statements with auditors.
- To consider and review the report on the Company's performance and financial status for the quarter 3/2023.
- To consider and review connected transactions.
- To consider and review the evaluation of the adequacy of the internal control system in 2023.
- To consider and review non-financial performance reports.
- To consider and approve the report of the Audit Committee.
- To consider and approve the internal audit plan in 2024.
- To consider and approve the plan of annual meeting of the Audit Committee in 2024.
- To acknowledge the roles and duties of the Audit Committee for the rights and interests of the Company and its shareholders.
- To acknowledge the whistle-blowing data statistic and complaints.
- To consider and review the internal audit reports, the performance following the resolution.

# 8.3 Performance of Duties of Sub-committees

## 8.3.1 Disclosure of the Number of Meeting Attendance of Each Director

In 2023, the Company held the Board of Directors' meetings and the Sub-committees' meetings. The number of meetings held and the number of meeting attendance of each director were disclosed as follows:

| Name of Directors | Directors' meeting for the year 2023 | | | | | | |
|---|---|---|---|---|---|---|---|
| | Board of Director (Total 12 Times) | Audit Committee (Total 12 Times) | Nomination and Compensation Committee (Total 2 Times) | Independent Committee (Total 1 Time) | Corporate Governance and Sustainability Development Committee (Total 1 Time) | Risk Management Committee (Total 2 Times) | Risk Management Sub-Committee (Total 2 Times) |
| 1. Dr.Prateep Tangmatitham | 12/12 | - | - | - | - | - | - |
| 2. Mrs.Ajchara Tangmatitham | 12/12 | - | 2/2 | - | - | - | - |
| 3. Mr.Tritecha Tangmatitham | 12/12 | - | - | - | 1/1 | 2/2 | 2/2 |
| 4. Mr.Anant Gatepithaya | 12/12 | 12/12 | - | 1/1 | - | 2/2 | - |
| 5. Assoc.Prof.Dr.Virach Aphimeteetamrong | 12/12 | - | 2/2 | 1/1 | - | - | - |
| 6. Assoc.Prof.Dr.Somjai Phagaphasvivat | 12/12 | 12/12 | 2/2 | 1/1 | 1/1 | - | - |
| 7. Assist.Prof.Aswin Bijayayodhin | 12/12 | 12/12 | - | 1/1 | - | - | - |
| 8. Mr.Atip Bijanonda | 9/12 | - | - | - | 1/1 | 2/2 | - |
| 9. Mr.Prasas Tangmatitam | 12/12 | - | - | - | 1/1 | - | - |
| 10. Mr.Krid Chancharoensuk | 12/12 | - | - | - | - | 2/2 | 2/2 |
| 11. Mrs.Varunee Lapitananuvat | - | - | - | - | - | 2/2 | 2/2 |
| 12. Mr.Punnapan Nengpetch* | - | - | - | - | - | 1/1 | - |
| 13. Mr.Kittipong Sirilaktrakun | - | - | - | - | - | 2/2 | 1/2 |
| 14. Mr.Boonchai Chaiananbovorn | - | - | - | - | - | 2/2 | 2/2 |
| 15. Ms.Tanwarat Punyaratana | - | - | - | - | - | 2/2 | 2/2 |
| 16. Mrs.Siriporn Wangsapar | - | - | - | - | - | 2/2 | 2/2 |
| 17. Mrs.Suchawadee Suppha-asa* | - | - | - | - | - | 1/1 | - |
| 18. Mr.Rachai Piyavajanusorn | - | - | - | - | - | 2/2 | 2/2 |
| 19. Mr.Chaijak Watanyoo | - | - | - | - | - | 2/2 | 2/2 |
| **Total number of meetings** | **12** | **12** | **2** | **1** | **1** | **2** | **2** |
| **Percentage of meeting** | **97.50** | **100** | **100** | **100** | **100** | **100** | **94.44** |

Remark : * Retired on March 31, 2023

## 8.3.2 Performance of Duties of Sub-committees

### 8.3.2.1 Nomination and Compensation Committee

The Nomination and Compensation Committee consists of at least 3 directors and more than half of them must be independent directors. The Nomination and Compensation Committee performs duties as assigned with duty of care, prudence, transparency, integrity, and reasonableness, including reviews operations in accordance with the current situation and the Company's operating strategies by mainly taking into account the highest interests of shareholders and all stakeholders. In addition, the Committee must study additional information of related matters comprehensively, encourages each director to express opinions independently and constructively based on their duties and responsibilities set out in the charter of the Nomination and Compensation Committee. In 2023, there were 2 Nomination and Compensation Committee's meetings and the results of the meetings were reported together with opinions and suggestions to the Board of Directors for acknowledgement continuously. The key operations in 2023 can be summarized as follows:

#### Nomination of Persons to be Appointed as Directors

The nomination methods for the Board of Directors are established with criteria and transparency, adhering to good practice guidelines under the good corporate governance principles, in order to build confidence for shareholders and all stakeholders. They are disclosed in Annual Registration Statement/Annual Report (Form 56-1 One Report) and the Company's website.

In addition, the Nomination and Compensation Committee provides opportunities to shareholders to nominate names of persons deemed appropriate to be selected as directors. During September 12, 2023 - November 13, 2023, there was no shareholder nominating a candidate for appointment as a director, so the Nomination and Compensation Committee proposed to consider re-electing the directors who retired by rotation for the year 2023 to be a director for another term. The Shareholders' Meeting passed the resolution to approve the appointment of new directors as proposed. The newly appointed directors meet all qualifications under the Public Limited Companies Act and do not possess the prohibited characteristics as stipulated or specified in laws that are applicable to the Company. In addition, they are qualified persons, have no interests or conflicts of interest with the Company and possess qualifications, knowledge and capabilities in line with the Company's business strategies. They also supervise the succession plan of executive management for the continuity of operations every year. However, Details are disclosed for transparency of the audit in this Annual Registration Statement/Annual Report (Form 56-1 One Report). According to the results of the assessment, it is concluded that all independent directors are independent.

#### Determination of Compensation for Directors, Sub-committees and Executive Committee

Guidelines for determining the Compensation for the Board of directors, sub-committee, Chairman of Executive Committee and executive management are considered. Methods and rules for determining fair and reasonable compensation are also established based on performances and operational achievements compared with Key Performance Indicators (KPIs), which are in line with the interests for stakeholders. They covers the performances on economic social, environmental and corporate governance aspects. Compensation consideration takes into account the responsibility of directors, size of business, business environment, overall economic situations and performances reflected and linked to the operating results.

In addition, the Company's compensation rate must be compared with that of the same industry, which is at a competitive level and reasonable. The Compensation rate was proposed to the 2023 Annual General Meeting of Shareholders for approval. The Compensation of directors, sub-committees as well as the Chairman of the Executive Committee and senior executives is considered appropriately based on performances the Company's operating results. Human resource management policy and plans are considered to be in line with the Company's business strategy. Opinions are provided to the Chairman of the Executive Committee for presenting to the Board of Directors accordingly.

## Evaluation of Performances of the Board of Directors, Sub-committees and Independent Directors

Self-Assessment of the Board of Directors and the sub-committees (the whole group) is provided individually. It is reported to the Board of Directors for acknowledgment in order to apply the evaluation results to improve operations and achieve the objectives of the Company. In addition, independent directors' independence is assessed annually. In 2023, independent director's performances are evaluated additionally. The evaluation results concluded that all independent directors met the qualifications under the rules of the Securities and Exchange Commission of Thailand and also performed duties completely based on the assigned scope of duties, expressed opinions independently and had no conflict of interest or significant interests with the Company.

## Improvement and Development of Roles and Duties of the Nomination and Compensation Committee

The charter of the Nomination and Compensation Committee is considered and reviewed annually. Any matters are screened based on roles and duties in order to improve the performance of duties for the highest benefits of shareholders, which are proposed to the Board of Directors for approval. In addition, the qualifications of the Chairman of the Executive Committee in the policy on succession plan is also reviewed.

## Composition and Diversity of the Board of Directors

The level of expertise of the entire Board of Directors structure is considered and determined according to the average board skill matrix of not less than 80%. Board Diversity and necessary qualifications and skills for the nomination of directors are considered and reviewed in order to review the structure, composition and expertise of the Board of Directors and sub-committees of the Company in accordance with the Company's business strategy. This is to be used as information for considering the nomination of directors who would retire by rotation and the selection in accordance with the Company's business strategies. The Board of Directors is of the opinion that the current composition of the Board of Directors and the sub-committees is appropriate for the Company's business.

The Nomination and Compensation Committee pays attention to the meeting attendance and proposes useful opinions and information to develop nomination and determine the compensation for all related persons fairly and appropriately. The Nomination and Compensation Committee performs operations in accordance with the good corporate governance guidelines of the Stock Exchange of Thailand, which are consistent with the Corporate Governance Code. All opinions and suggestions of the Nomination and Compensation Committee can be used as a tool for the Board of Directors to consider with confidence and reliability.

## Director Development Plan

All directors are encouraged to attend trainings or participate in activities to continuously develop knowledge by using the Company's resources. In addition, each director has to conduct the Self-Assessment on Board Skill Matrix. The skills applied for evaluation are comprehensive and consistent with the Company's business strategies.

The performances of the Nomination and Compensation Committee can be summarized Twice as follows;

**No. 1/2023**

- Considering the determination of the special compensation rate and the salary increment rate.
- Considering the nomination of new directors to replace those retiring by rotation.
- Considering and reviewing special remuneration, compensation, and meeting allowances of the Board of Directors and sub-committees.
- Considering and reviewing the evaluation criteria of the Executive Committee.
- Acknowledging the evaluation results of committees in order to set out guidelines for the development of directors and enhance the efficiency of corporate governance of directors.
- Acknowledging the results of training and development of the Company's directors

**No. 2/2023**

- Considering and approving the report of the Nomination and Compensation Committee
- Considering and reviewing the amendment of the charter of the Nomination and Compensation Committee
- Considering and reviewing the policy on board diversity
- Acknowledging the results of the nomination of persons to be directors and questions in advance and adding agenda for the 2024 Annual General Meeting of Shareholders
- Acknowledging the results of the board skill diversity assessment
- Acknowledging the results of composition of directors suitable for effective performance of duties
- Acknowledging the results of the independent director's independence assessment
- Acknowledging the performance and action plan of the Human Resources Department

### 8.3.2.2 The Corporate Governance and Sustainability Development Committee

The Corporate Governance and Sustainability Development Committee consists of 4 directors. The Chairman of the Corporate Governance and Sustainability Development Committee is an independent director. In 2023, the Corporate Governance and Sustainability Development Committee held 1 meeting. It is responsible for corporate governance of the Company in accordance with good corporate governance principles under the good corporate governance principles of the Stock Exchange of Thailand and the international principles of the Organization for Economic Cooperation and Development (OECD).

The Corporate Governance and Sustainability Development Committee focuses on and is committed to improving operational efficiency in good corporate governance to be effective. The Committee conducts administration with transparency, fairness and traceability and monitors the implementation under the good corporate governance plan by adhering to the code of conduct for sustainable growth. The duties of the Corporate Governance and Sustainability Development Committee also include operations on anti-corruption, creation of fairness and responsibilities to stakeholders, such as employees, customers, business partners, communities, contractors, shareholders, society, environment and government agencies, and paying attention to sustainability management in economic, environmental, social and governance aspects. The substances can be summarized as follows:

#### Rights and Equitable Treatment of Shareholders

- Supervising and offering opportunities to shareholders to propose and append agenda items and inquiries in advance and nominate a person for election of directors in advance from September 12, 2023 to November 13, 2023.
- Supervising the 2023 Annual General Meeting of Shareholders by adequately providing information, date, time, venue, agenda, and all relevant matters to be decided to the Shareholders' Meeting in advance, and facilitating and encouraging all shareholders, including institutional investors, to attend the Company's shareholders' meetings and fully cast votes. As a result, the Company has received an excellent score from the AGM Checklist for 11 consecutive years from Thai Investors Association.
- Supervising and notifying shareholders to acknowledge the rules of the meeting in advance in both Thai and English through the website and submitting the invitation letter in advance in order to provide opportunities to shareholders and institutional investors to study details of each agenda and prepare the proxy documents for not less than 28 days and publishing the notice of the Shareholders' Meeting in the newspaper for 3 consecutive days at least 3 days before the date of meeting.
- Supervising the preparation of meeting agenda to include objectives and reasons of each agenda and opinions of the directors of each agenda clearly.
- Supervising and requesting volunteers who independently monitor the vote counting to participate in the vote counting at the vote counting point in each agenda item of the meeting and disclose the resolution of the Annual General Meeting of Shareholders together with the voting results after the meeting by notifying the Stock Exchange of Thailand and disclosing it on the Company's website by the end of the day after the meeting.

- Facilitating foreign shareholders by preparing documents in 2 languages, Thai and English and creating a website of the Company (www.supalai.com) in 2 languages to provide publishing services to interested shareholders.
- All directors, executives and employees are required to prepare a report on conflict of interest. In 2023, there was no significant conflict of interest.
- All directors and executives are required to be responsible for reporting their holdings and changes in securities according to laws. The Company Secretary regularly collects and reports to the Board of Directors' Meetings every quarter.
- Supervising the implementation according to practices on insider trading by prohibiting directors, executives and employees involved in information from trading the Company's securities during 1 month prior to the publishment of the financial statements for the public.
- Information on connected transactions must be completely disclosed in the Annual Registration Statement/Annual Report (Form 56-1 One Report) However, if there is a connected transaction, such transaction must be approved by the Board of Directors before implementation. In addition, information on transaction details, transaction value, reasons and necessity is disclosed in the Annual Registration Statement/Annual Report (Form 56-1 One Report) in accordance with the regulations of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, Thailand. The Audit Committee also attends the meeting to consider and ensure fair and reasonable connected transactions.
- Supervising directors and executives to review and disclose information about their interests and related parties for the year 2023 so that directors can consider the Company's transactions that may have conflicts of interest and make decisions for the overall benefits of the Company, and requiring directors with interests to abstain from voting and refraining from expressing opinions.

## Role of Stakeholders and Business Sustainability

- Supervising the preparation of code of conduct for suppliers and reviewing supplier policy to demonstrate the Company's commitment to supporting supply chain management and developing it concretely; In 2023, supervising self-assessment of suppliers in terms of supply chain management. Ethical and socially responsible operations are the development of work processes to create value for all stakeholders and long-term value with suppliers and enhance the Company's competitive advantage sustainably. In 2023, the Company organized 2023 SPALI SUPPLIER DAY seminar to communicate sustainable business practices to business partners, focusing on sustainable supply chain management and Environment & Corporate Governance (ESG) that affect stakeholders throughout the supply chain.
- Ensuring that there is a channel for reporting clues or complaints from illegal acts or corruption offences or offences of violation of business ethics or any violation of human rights; Complaints can be made via telephone number 1720 or by e-mail to the Internal Audit Section (e-mail: anti-corruption@supalai.com), which are reported directly to the Independent Director Committee.

- The Company is committed to developing the Company and its stakeholders in all aspects to grow sustainably together by focusing on environment, society and governance and adhering to the principles of operation in accordance with sustainability criteria (SET ESG Ratings).
- The Company promotes and supports SME suppliers and announces its intention to become a CAC member in order to create a sustainable supply chain network. In 2023, the Company has received the CAC Change Agent Award from the Thai Private Sector Collective Action Against Coalition (CAC) for 2 consecutive years.

## Disclosure and Transparency

- Providing the disclosure of Annual Registration Statement/Annual Report (Form 56-1 One Report) as well as the report of quarterly operating results, financial statements, and important information for shareholders, investors and the general public, which contain all complete, adequate and reliable substances in a timely manner through various channels, such as the Stock Exchange of Thailand system, and the Company's website (www.supalai.com) in both Thai and English versions.
- Supervising and disclosing the performance of sustainable development through the Annual Registration Statement/Annual Report (Form 56-1 One Report) on the topic of sustainable business driving under Global Reporting Initiative (GRI) Standards - Core Option in order to reflect the factors affecting the Company's sustainable business operations in economic, environmental, social and corporate governance.

## Board Responsibilities

- Supervising the formulation of sustainability directions and strategies to be in line with business goals that represent social and environmental responsibility, as well as supportlng sustainability action plans to balance 3 dimensions in an integrated manner, including economic, social, and environmental aspects, under the good governance, and also collaborating with stakeholders to drive operations to achieve sustainability.
- Supervising relevant sustainability plans and performances to support the Company's sustainability strategic plan to demonstrate social and environmental responsibility by following up outcomes and providing advice.
- Supervising IT Governance and reviewing the personal information protection management process to be suitable for the nature of the Company's business and in accordance with legal requirements.
- Supervising the meeting among non-executive directors without the participation of the Management to give the independent directors an opportunity to express their opinions.
- Reviewing the Good Corporate Governance Policy Manual and Code of Conduct Handbook (Brief Version) for employees. In 2023, Core Values were reviewed to formulate norms for employees to apply them as corporate culture. The SPL Consent Management system was also developed to make employees aware of the Code of Conduct and policies through the system.
- Encouraging the Company's directors to attend training.

## Corporate Governance Awards

The Company was ranked in the category of "Excellence" for the 11 consecutive year based on the survey results of the Good Corporate Governance of Listed Companies in 2023 organized by the Thai Institute of Directors Association collaborating with the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, Thailand.

The Corporate Governance and Sustainability Development Committee is still committed to developing transparent operations on corporate governance to be a good model as the Corporate Governance and Sustainability Development Committee absolutely believes that the management based on the rule of laws, integrity, transparency, traceability and continuous improvement of good corporate governance, including the emphasis on the highest responsibility to the stakeholders, will cause the organization to grow sustainably and build confidence to shareholders and all stakeholders.

The performances of the Corporate Governance and Sustainability Development Committee can be summarized once as follows:

- Considering and approving the business strategy for sustainability
- Considering and approving the Corporate Governance and Sustainability Development Committee's reports for the year 2023
- Considering and approving the Corporate Governance Plan for the year 2024
- Considering the abuse and harassment policy
- Considering and reviewing the Policy on Treatment of Employees
- Reviewing the Charter of the Corporate Governance and Sustainability Development Committee
- Acknowledging investment trends in ESG business
- Acknowledging the performance and plan for compliance with the sustainability reporting criteria of the Stock Exchange of Thailand and recommendations for the results of the sustainability assessment in 2023
- Acknowledging the Gap Analysis Results for CGR criteria for the year 2023 compared to the year 2022
- Acknowledging the performances of corporate governance for the year 2023 and notifying the date of the meeting of the Corporate Governance and Sustainability Development Committee for the year 2024

### 8.3.2.3 Risk Management Committee

The Risk Management Committee performs duties as assigned by the Board of Directors. Its scope of duties and responsibilities is specified in the Charter of the Risk Management Committee.

In 2017, the Risk Management Committee appointed a Risk Management Sub-Committee, whose main responsibility is to formulate concrete risk management guidelines. In 2023, two Risk Management Committee's meetings and two Risk Management Sub-Committee's meetings were held to determine and review the Risk Management Policy, Charter of the Risk Management Committee, Corporate Risk Management Framework, and Corporate Risk Management Process, and also to provide recommendations on risk management guidelines that are consistent with the strategic direction of the business plan to enable the Risk Owner to manage significant risks to an acceptable level and to ensure that the Company has adequate and effective risk management in accordance with international standards (COSO ERM 2017), as well as to continuously support the development of risk management at all levels throughout the organization to create the organizational culture.

In addition, there is follow-up, evaluation, review and approval for the risk management plan, which covers various types of major risks, including Strategy Risk, Operation Risk, Financial Risk, Compliance Risk, Corruption Risk, Market Risk, Cyber Risk, Emerging Risk, and Risks on the Company's sustainability issues covering Environmental, Social, and Corporate Governance (ESG).

According to the performance of duties of the Risk Management Committee in the previous year, the Risk Management Committee had taken steps to ensure that risk management was adequate and appropriate and it had been implemented continuously until the risk was at an acceptable level for the Company. The implementation was as follows:

1. Holding two Risk Management Committee's meetings and two Risk Management Sub-Committee’s meetings; the Chairman of the Risk Management Committee summarized the opinions of the Meeting and presented them to the Board of Directors for acknowledgement and/or consideration.
2. Reviewing the Risk Management Policy and the Charter of the Risk Management Committee
3. Considering the Risk Map and Risk Radar Chart
4. Determining, reviewing, approving and suggesting risk management guidelines relating to the Company's business operations by issuing a resolution from the Meeting to the Risk Owner to conduct risk management and providing an internal control system covering various types of risks, including:

The Risk Management Unit shall conduct monthly follow-up on risk management and report to the Risk Management Committee.

5. Considering the assessment of likelihood and impact to assess the organization's risk appetite
6. Determining key materiality on sustainability of the Company by assessing the impact of sustainability issues on the Company and stakeholders covering Environmental, Social, and Corporate Governance (ESG) and prioritizing 14 issues

7. Determining key risks in all 14 key materiality on sustainability of the Company and assessing the risk level, defining risk appetite, key risk indicators (KRIs), and risk matrix showing the prioritization or severity of risks by assessing the likelihood and impact, and providing recommendations/formulating policies/ proposing additional risk mitigation plans to line executives
8. Organizing a forum to listen to opinions from stakeholders and external experts to obtain information and suggestions covering the topics of products, services, sustainability, good governance and real estate leadership; In 2023, the participants were stakeholders in the sector of financial institutions and mass media.
9. Supervising and providing risk management training courses for employees and supervisors through an online self-learning system and offering training to provide basic risk knowledge to new employees to have an understanding of risk-based thinking and apply it in their operations.
10. Supervising and providing the evaluation of risk management through an online system for all employees in the Company and its subsidiaries to enhance and improve their knowledge and understanding of risk management.
11. Supervising and providing communication channels on risk management that everyone in the Company can access by using Intranet, Email, Line Group and 3CX internal phone system.
12. Reviewing the Risk Management Handbook to guide employees in managing the organization's risks.
13. Supervising and providing a Business Continuity Plan (BCP) to enable the Company to operate its business continuously and enhance the organization's image in terms of good management, consisting of;
    - Business Continuity Plan in case of accident at the construction project
    - Business Continuity Plan in case of flooding at the construction project
    - Business Continuity Plan in case of crisis at the construction project
    - Business Continuityu Plan in case of crisis at the head office
    - Disaster Recovery Plan (DRP) in case of data loss on Cloud Computing

The Risk Management Committee has the following key action plans in 2024;

1. Holding two Risk Management Committee's meetings and two Risk Management Sub-Committee’s meetings; the Chairman of the Risk Management Committee summarized the opinions of the Meeting and presented them to the Board of Directors for acknowledgement and/or consideration
2. Reviewing and updating the Risk Management Policy and the Charter of the Risk Management Committee in accordance with the business strategy and vision
3. Considering key materiality on sustainability of the Company

4. Determining, analyzing and assessing corporate risks to cover all major risks and assessing risk level, defining risk appetite, key risk indicators (KRIs), and risk matrix showing the prioritization or severity of risks by assessing likelihood and impact, and providing advice/formulating policies/proposing additional risk mitigation plan to line executives to manage risk appetite

Providing communication on risk management to employees at all levels, such as communication through the risk handbook in comic version, communication news and warnings about potential risks and knowledge about risk management in the company's intranet system, e-mail and Line Group, etc.

5. Establishing and reviewing a Business Continuity Plan (BCP) to enable the Company to operate its business continuously and enhance the image of the organization in terms of good management
6. Providing risk management training courses for employees and supervisors through an online self-learning system and orientation to new employees to have a basic understanding of risk-based thinking and apply it in their operations
7. Supervising the preparation of a Risk Culture Survey every two years on the topic of "Self-Assessment: Creating a Culture in Risk Management" for supervisors and "Employee Opinion Questionnaire on Risk Management" for all employees to analyze the results and develop risk management processes throughout the organization.

According to the implementation of risk management, the Company is confident that it will be able to achieve its business goals in order to maximize the benefits of shareholders and all groups of stakeholders.

The performances of the Risk Management Committee was summarized twice as follows:

**No. 1/2023**

- **Considering details of acknowledgement of modern corporate management practices using the Bio-Circular-Green Economy Model (BCG) and sustainable development with environmental, social and governance (ESG)**
- **Considering and approving a response plan. In the case where customers make a claim/complaint at the head office.**
- **Considering and approving external experts for organizing the Focus Group 2024 .**
- **Considering details of acknowledgement of random interview results of employees in each line of work about communication of risks within the department/organization.**
- **Considering details of acknowledgement of the Global Risk Report 2023 from the World Economic Forum**

## No. 2/2023

- Considering details of acknowledgement of linkage of business sustainability with ESG andD BCG MODEL
- Considering details of acknowledgement of the installation of an Automated External Defibrillator (AED).
- Considering details of acknowledgement of the economic situation in half of 2024.
- Considering details of acknowledgement of the Company's real estate business in Australia.
- Considering and reviewing the Risk Management Policy
- Considering and reviewing the Charter of the Risk Management Committee
- Considering and reviewing the risk map and risk radar chart of the organization.
- Considering and reviewing management and operational risk disclosure (in accordance with the topics specified by the SET)
- Considering and reviewing Emerging Risk
- Considering and approving the Risk Management Committee's report
- Considering and approving the risk management plan for the year 2024
- Considering details of acknowledgement of the risk management performance for the year 2023.
- Considering details of acknowledgement of the results of the 2023 sustainability assessment on risk and crisis management according to sustainability criteria
- Considering details of acknowledgement of performances on Personal Data Protection Act (PDPA)
- Considering the risk on application for a land allocation permit

The performances of the Risk Management Sub-Committee was summarized twice as follows:

**No. 1/2023**

- Considering details of acknowledgement of land risk
- Considering details of acknowledgement of labor risk.
- Considering details of acknowledgement of promoting the Design Thinking concept to employees.
- Considering and approving the risk assessment form, Cyber Risk Assessment Criteria, and Cyber Security Management Process of the Company
- Considering details of acknowledgement of the Company's corporate risk management performance compared with the SET's sustainability criteria
- Considering details of acknowledgement of the turnover rate of employees
- Considering details of acknowledgement of corruption prevention of employees
- Considering details of acknowledgement of participation in the Green Home Loan program with financial institutions
- Considering details of acknowledgement of necessary skills development of salespersons

**No. 2/2023**

- Considering details of acknowledgement of the shortage of contractors.
- Considering details of acknowledgement of the Carbon Footprint Reduction
- Details of consideration on the review of key materiality on sustainability and risk management results on sustainability
  - Key materiality on sustainability
  - Linkage to SDGs 17 Goals
  - Goals / Strategies / Implementation Guidelines
  - Identification of risks and opportunities
  - Determination of risk level in each sustainability issue
  - Risk Appetite Assessment
  - Risk Management Approach
  - Determination of Key Risk Indicators (KRIs) and KRIs Results
  - Risk Matrix
- Details of consideration on the review of Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP)
- Details of acknowledgement of risk assessment results on Cyber Risk of related suppliers

# 9. Internal Control and Connected Transactions

## 9.1 Internal Control

Supalai Public Company Limited places emphasis on internal control and has established suitable, sufficient and efficient internal control and internal audit systems by adopting internal control measures as well as overseeing the compliance with measures against corruption and risk assessment and discussing with auditors to jointly seek for preventive and corrective measures by an independently established internal audit who is responsible for monitoring the effectiveness of the internal control system and reporting on audit result according to the counter-corruption measures to the Audit Committee and the Board of Directors of the Company on a regular basis. In addition, the Company has been audited to ensure compliance with the requirements and laws of the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand and business-related laws. The audit has been done to ensure that the financial report is accurate and disclosed sufficiently to allow the Company to operate its business for the maximum benefit to shareholders based on the principle of fairness in the benefits of all stakeholders.

The Company has prepared work manual and regulations in which the authorities and duties are clearly defined and have been communicated to employees. The policies and personnel management procedures regarding internal control of the Company have also been adopted. Controlling activities for internal control, which comprise both financial and non-financial audits, protection of high risk assets and controls of information system as well as during work performance and continual evaluation on a case by case basis, have been established to ensure that the internal control system is sufficient, suitable, efficient and can be practically implemented. In accordance with guidelines as advocated by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In addition, the Company also pays attention to the sustainability risk management (ESG), including Environmental, Social and Governance, in order to be prepared for prevention and adaptation to various risks, including seeking for opportunities to conduct business from those risks to build the confidence of key stakeholders.

### 9.1.1 Adequacy and Appropriateness of Internal Control System

The Board of Directors had assigned the Audit Committee to assess the sufficiency of the Company's internal control annually in various aspects according to 5 elements and 17 principles based on approaches of the COSO, namely, control environmental, risk assessment, control activities, information and communication and monitoring by using the internal control self-assessment form provided by the Securities and Exchange Commission of Thailand (SEC) and the Stock Exchange of Thailand (SET). In addition, various issues were discussed according to the sufficiency assessment form of the internal control system as well as the report of the Audit Committee.

## 9.1.2 Audit Committee's Opinion on Adequacy and Appropriateness of Internal Control System

In 2023, the Audit Committee gave an opinion that the Company has sufficient internal control system, causing effective and efficient business operations, as presented in the report of the Audit Committee.

The Board of Directors Meeting No. 11/2023 held on November 14, 2023 subsequently resolved that the Company has sufficient internal control and monitoring system as it has sufficient.

The Board of Directors attaches importance to internal control system of every process. The Company has established policies, regulations and manuals on code of conduct which directors, executives and employees shall comply with, including the disclosure of conflicts of interest. Operating authority, duties and responsibilities are determined clearly by specifying Key Performance Indicators (KPIs). It also provides sufficient number of personnel to implement the system effectively. The organization structure is appropriately designed with high flexibility and efficient collaboration. There is division of duties in various departments and work positions, along with decentralization and anti-corruption program. All these tasks have been empowered property to the authority of executives and operators, with the check and balance in place to protect shareholders' capitals and Company's assets.

The Company also has internal control system that controls various matters are as follows:

1) Monitoring the operations both the Company and subsidiaries in order to protect the assets from unduly or unauthorized use by employees or executives.
2) Conducting transactions with persons with conflict of interest or related persons sufficiently.
3) There is also Whistle Blower channels are provided via e-mail: anti-corruption@supalai.com and complaints channels for products and services via 1720 call center.
4) There is also internal control system covering financial reporting, operations, assets maintenance, prevention or reduction on errors, damages, leakage, waste, corruption, compliance with laws, relevant regulations.
5) Report and monitoring, the Board of Directors assigns the Audit Committee to review the internal control assessment result and monitoring the implementation of the resolutions of the Audit Committee by focusing on the efficiency, effectiveness, adequacy and suitability of business operations to ensure that all assets are maintained and resources used efficiently to prevent possible damage or dishonesty.

6) Cybersecurity Operations

## 6.1 Policy on IT Security

The Company recognizes and pays attention to the use of technology in the organization. Therefore, it establishes the IT Security Policy by organizing training and e-mail communication, which is disclosed on the Company's Intranet in order to comply with the framework of ISO 27001 security standard.

## 6.2 Monitoring of Cybersecurity Compliance

- **Cybersecurity-certified technology infrastructure**

  The Company uses products that are compliant with ISO 27001 standard.

Azure Cloud (Microsoft) | AWS Cloud (Amazon) | Google Cloud

- **Number of cyberattacks and personal data leaks**

| Goals for the year 2023 | Performances for the year 2023 |
|---|---|
| 0% | Meet the goals 0% |
| There were no incidents or events where the Company was subjected to a cyberattack. | There were no incidents or events where the Company was subjected to a cyberattack. |
| 0% | Meet the goals 0% |
| There were no incidents or events where personal data leaked. Communication channel in case of an incident is dpo@supalai.com. | There were no incidents or events where personal data leaked. Communication channel in case of an incident is dpo@supalai.com. |

- **Training on insider trading, cybersecurity and raising cybersecurity awareness**

## Goals for the year 2023

**5**
**Million Baht**

Budget on Infrastructure of Cybersecurity

**100%**

Online training on the use of personal information

**1**
**Time/Year**

Cybersecurity Awareness Test

## Performances for the year 2023

Infrastructure of Cybersecurity is under budget.

**5**
**Million Baht**

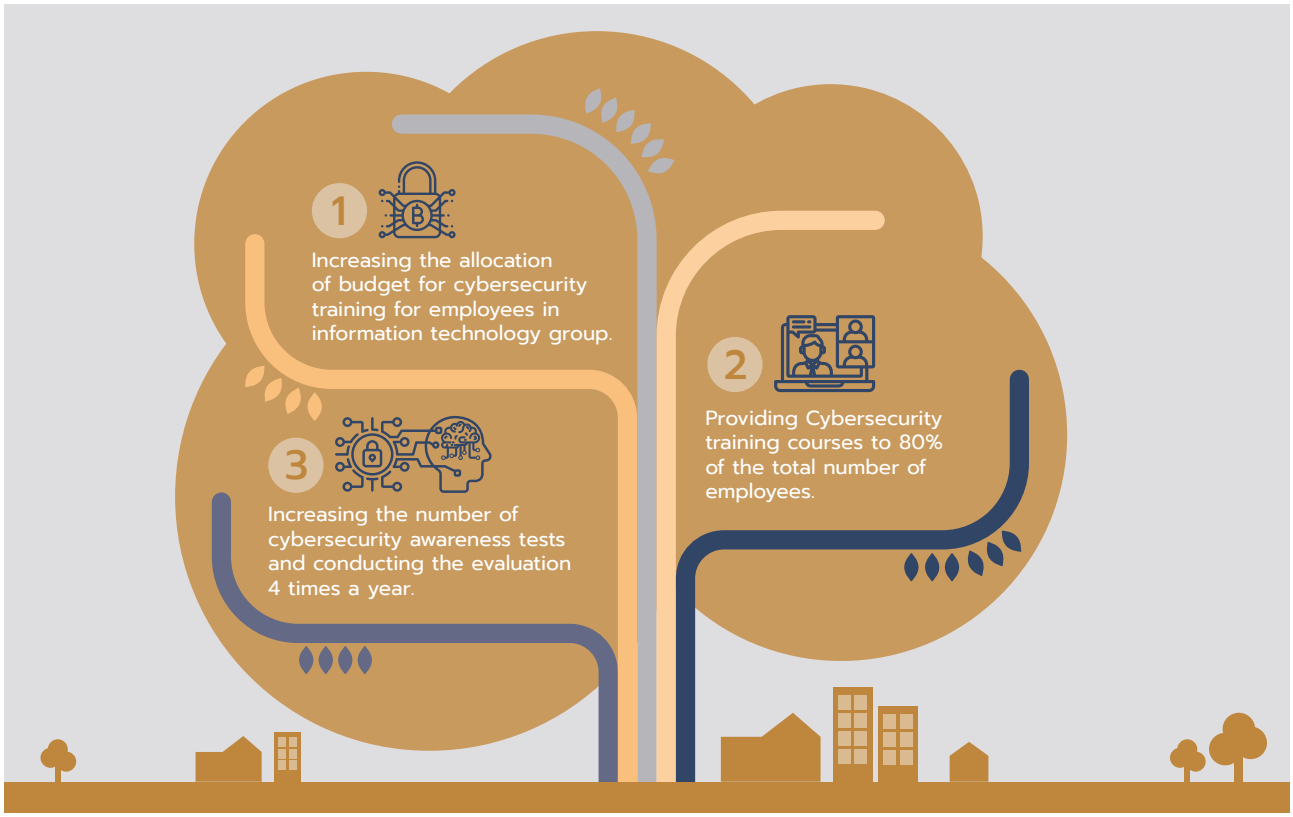
Providing Online training on the use of personal information to all employees

**100%**

Conducting Cybersecurity Awareness Test

**1 Time**

## Goals for the year 2024




- **Communication channels to raise awareness of information security within the Company**

Communicating news through the Company's Intranet system

Sending news via the Company's e-mail to promote the response to various forms of online scams

### 6.3 Cyber Threat Response

The Company applies Cloud Computing to systems that are important to its businesses to reduce risks and ensure business continuity. In addition, the Company also focuses on Cybersecurity by planning and installing devices to prevent threats in several channels, such as use of Virtual Private Network (VPN), access right review, assigning access to a website with Firewall, Log, Phishing Attack Tracking and anti-virus for personal computers and endpoints.

### 6.3.1 Risk Supervision and Detection

Cybersecurity Committee is appointed to effectively supervise data security to meet cybersecurity standards, establish criteria and cyber risk assessment forms for external contractors, encourage employees at all levels to be aware of cyber threats, processes that will cause data leakage and the possibility of data leakage from events and contexts of work, as well as perform the test on Cybersecurity Awareness, and manage information technology gaps in order to analyze, monitor and alert unusual events to determine preliminary corrective measures in a timely manner.

### 6.3.2 Handling with Damage and Rehabilitation

Disaster Recovery Plan (DRP) system is established to support situations where there is damage to the system or data. This causes the system to resume its operation within a short period of time (2 hours) by recovering from existing data. There are backup according to the backed plan to prevent business disruption, including regular backup drills and recovery, in order to be prepared at all times and perform operations efficiently.

## 9.1.3 Deficiencies relating to Internal Control System

During the years 2023, there has no defects related to the Internal Control System.

## 9.1.4 Audit Committee's Opinion on Appropriateness of Performance of Duties of Chief of Internal Audit

The Company's Board of Directors prescribed the establishment of the Internal Audit Section. At Present, Miss Toopthong Hirunyanulak is appointed to be the internal auditor in the position of the Internal Audit Section. As she has the qualification and experience in internal audit for 16 years and in-depth expertise and understanding of Company's business. As a result, she is considered to be suitable to perform the duty. The qualification of Chief of Internal Audit appears in Attachment 3.

## 9.1.5 Guidelines on Appointment, Removal and Transfer of Chief of Internal Audit

The consideration and approval of appointment, removal and performance assessment of the Chief of Internal Audit of the Company must be approved by the Audit Committee according to the Audit Committee Charter.

# 9.2 Connected Transactions

## Connected Transactions in 2021-2023

| Related Companies | Relationship | Nature of Transaction | Transaction Value (Million Baht) | | | Opinions of Audit Committee / Necessity and Rationality |
|---|---|---|---|---|---|---|
| | | | Year 2021 | Year 2022 | Year 2023 | |
| Duraflor Co., Ltd<br><br>**Nature of Business**<br>Selling wallpaper and Durafloor | • It is the company having 1 joint director with SPALI, Dr.Prateep Tangmatitham | **Purchase of Construction Materials**<br>SPALI purchased wallpaper and Durafloor slabs, only specific models specified by SPALI. | 157 | 175 | 175 | Such transaction included commercial terms in the same manner as an ordinary person would agree with any general counterparty under similar circumstances at normal prices and terms that the seller offers to regular customers with trade bargaining power without the interference power resulted from the status of directors, executives or related persons. |
| | | **Trade payable**<br>The trade payable derived from the purchase of wallpaper and Durafloor, only specific models. | 37 | 35 | 35 | |

Remark: SPALI: Supalai Public Company Limited

# Measures or Procedures for Approval of Connected Transactions

According to Section 89/12 of the Securities and Exchange Act (No. 4) B.E. 2551, stipulating that "Directors, executives or related persons may enter into any transaction with the company or subsidiary only after obtaining approval from the shareholders' meeting of the company, unless such transaction is the commercial terms in the same manner as an ordinary person would agree with any general counterparty under similar circumstances with trade bargaining power without the interference power resulted from the status of directors, executives or related persons, as the case may be, provided further that the said commercial terms have been approved by the board of directors or in compliance with the principle approved by the board of directors".

According to the above requirements, the Board of Directors therefore determined that if the Company and its subsidiaries wish to engage in transactions with directors, executives or related persons, those transactions are subject to general commercial terms or such transaction is the commercial terms in the same manner as an ordinary person would agree with any general counterparty under similar circumstances with trade bargaining power without the interference power resulted from the status of directors, executives or related persons (as the case may be) under reasonable and traceable conditions and without a transfer of benefits, provided further that the said commercial terms have been approved by the board of directors. In addition, the Company will prepare a summary report of transactions exceeding 20 million Baht to be reported at each Board of Directors' Meeting.

The Board of Directors established the policy, regulations, processes of transaction consideration and approval, and the disclosure of information to be in accordance with the rules set forth by supervising government agencies. The Company or its subsidiaries may enter into connected transactions with persons who may have conflicts of interest only upon the approval of the Audit Committee or the Independent Directors and the approval of the Board of Directors and/or the Shareholders' Meeting prior to the transaction.

However, it depends on the size of the transaction as specified by the Stock Exchange of Thailand. Regarding the transactions that any directors or persons may have conflicts, interests or other conflicts of interest with the Company, the director who has an interest in such matter shall be entitled to cast a vote or vote on such matter. Such implementation shall not be a delegation of power which allows the authorized person to approve the transaction that he/she or the person who may have conflicts has interests or other conflicts of interest in any other manners with the Company or its subsidiaries.

## Policy or Tendency of Future Transactions

The Company has the policy on current and future connected transactions within the framework of good corporate governance. Terms and conditions are established in accordance with the nature of normal course of business and it is the market price which can be compared with the price incurred to any third parties. In this regard, the Company allows the Audit Committee to consider the fairness and reasonableness of connected transactions as well.

Regarding connected transactions possibly occurred in the future, the Board of Directors shall comply with the laws on securities and exchange and regulations, notifications, orders or requirements of the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand, including abide by the requirements on disclosure of information on connected transactions and the acquisition or disposition of important assets of the Company or its subsidiaries.

However, if there is a connected transaction of the Company or its subsidiaries with a person who may have a conflict of interest, interests, or future conflicts of interest, the Company will allow the Audit Committee to give opinions on the necessity and appropriateness of such transactions. In the event that the Audit Committee does not have expertise in considering possible connected transactions, the Company will allow an independent expert or the Company's auditor to provide opinions on such transactions in order to be used in decision-making of the Board of Directors or shareholders as the case may be. The Company shall disclose transactions in the Notes to Financial Statements audited by the Company's auditor.

Regarding the provision of financial assistance to subsidiaries in the future, the Company will consider its financial position, operating results, and solvency. However, to provide financial assistance to these subsidiaries, the Company considers both advantages and disadvantages that if the Company does not provide assistance, these subsidiaries will not be able to continue their businesses. Moreover, The Company also takes into account being a major shareholder and having the authority to control the management in order to meet the objectives of the Company. The Company will not provide financial assistance to other companies other than its subsidiaries.

Part
3

# Financial Report

## Details of Financial Report, see in

Details of Financial Report,
see in Annual Registration Statement /
Annual Report 2023 (Form 56-1 Report)
Supalai Public Company Limited

# Attachment

# Attachment 1 : Details of Directors, Executives, Controlling Persons, the Person Assigned to take the Highest Responsibility in Accounting and Finance, the Person Assigned to take Direct Responsibility for Accounting Supervision, the Company's Secretary

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| **1. Dr.Prateep Tangmatitham*** <br>• Chairman of the Board <br>• Chief Executive Officer <br>Date of Appointment: June 26, 1989 <br>Length of Service (as at April 23, 2024): 34 years 10 months | 75 | **Education** <br>• Hons. PH.D.Sc. (Innovative Real Estate Development) Thammasat University <br>• M.Arch. (Hons.) (Housing) University of Illinois at Urbana-Champaign USA <br>• B.Arch. (Hons.) Chulalongkorn University <br>**Training** <br>• The Job of the CEO-IMD (Institute for Management Development) <br>• Capital Market Academy, Class 7 <br>• Advanced Certificate Course in Politics and Governance in Democratic Systems for Executives, King Prajadhipok's Institute, Class 16 <br>• Advanced Certificate Course in Public Economics Management for Executives, King Prajadhipok's Institute, Class 9 <br>• Urban Green Development Institute Bangkok, Class 1 | • **Held personally** 576,579,555 shares, 29.52% <br>• **Held by spouse or minor children** 123,933,850 shares, 6.35% | • Mrs.Ajchara Tangmatitham's husband, father of Mr.Tritecha Tangmatitham and elder brother of Mr.Prasas Tangmatitam | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 1989 - Present | • Chairman of the Board <br>• Chief Executive Officer | Supalai Public Company Limited |
| | | | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | 2023 - Present | Director | SSRCP HoldCo Pty Ltd |
| | | | | | 2022 - Present | Chairman | Haadyai Nakarin Company Limited |
| | | | | | 2020 - Present | Chairman | Balmoral Quay Pty Ltd |
| | | | | | 2015 - Present | Chairman | Supalai Greenvale Development Pty Ltd |
| | | | | | 2014 - Present | Chairman | Supalai Officer Development Pty Ltd |
| | | | | | 2014 - Present | Chairman | Supalai Rippleside Development Pty Ltd |
| | | | | | 2014 - Present | Chairman | Supalai Australia Holdings Pty Ltd |
| | | | | | 2014 - Present | Chairman | Supalai Singapore Holdings Pte Ltd |
| | | | | | 2013 - Present | Chairman | Supalai Philippines Incorporate |
| | | | | | 1993 - Present | Chairman | Supalai Property Management Company Limited |
| | | | | | 1993 - Present | Chairman | Supalai Northeast Company Limited |
| | | | | | 1989 - Present | Chairman | Phuket Estate Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | • Thai Institute of Directors:<br>  • Course Seminar Anti-Corruption: Thailand's 3rd National Conference on Collective Action Against Corruption Class 2/2012<br>  • RCP: The Role of Chairman Program Class 9/2003<br>  • DCP: Directors Certification Program Class 17/2002 | | | **Directorship (s) in Other Company (ies)** | | |
| | | | | | 1989 - Present | Director | Duraflor Corporation Limited |
| | | | | | 1988 - Present | Director | Munkong Estate Company Limited |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | 2023 - Present | President of Advisors | Thai Appraisal and Estate Agents Foundation |
| | | | | | 2019 - Present | Director | Siamese Architects Foundation |
| | | | | | 2016 - Present | Honorary President | University of Illinois Alumni Association Thailand Chapter |
| | | | | | 2015 - Present | Vice President | TEO AUN Association of Thailand |
| | | | | | 2011 - Present | External Experts of Director | Faculty of Architecture and Planning Thammasat University |
| | | | | | 2000 - Present | Honorary President | Thai Condominium Association |
| | | | | | **Former Last 5 years:** | | |
| | | | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | 1989 - 2022 | Director | Haadyai Nakarin Company Limited |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | 2020 - 2023 | Vice President | Thai Appraisal and Estate Agents Foundation |
| | | | | | 2018 - 2020 | Advisors | Thai Appraisal and Estate Agents Foundation |
| | | | | | 2016 - 2018 | Vice President | Thai Appraisal and Estate Agents Foundation |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| **2. Mrs.Ajchara Tangmatitham*** <br>• Royal Thai Orders And Decorations: Companion (Fourth Class) of the Most Admirable Order of Direkgunabhorn <br>• Director of the Board <br>• Executive Vice President <br>• Director of the Nomination and Compensation Committee <br>Date of Appointment: June 26, 1989 <br>Length of Service (as at April 23, 2024): 34 years 10 months | 75 | **Education** <br>• M.S. Finance at University of Illinois at Urbana-Champaign USA <br>• B.A. Accountancy (Hons.) Thammasat University <br>• Certified Public Accountant (Thailand) <br>**Training** <br>• Thai Institute of Director's: <br>• Hot Issue for Directors: What Directors Need to Know About Digital Assets Class 4/20022 <br>• DCP: Director Certification Program Class 30/2003 <br>• CSP: Company Secretary Program Class 1/2002 | • **Held personally** 123,933,850 shares, 6.35% <br>• **Held by spouse or minor children** 576,579,555 shares, 29.52% | • Dr.Prateep Tangmatitham's wife and is a mother of Mr.Tritecha Tangmatitham | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 1989 - Present | • Director of the Board <br>• Executive Vice President <br>• Director of the Nomination and Compensation Committee | Supalai Public Company Limited |
| | | | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | 1993 - Present | Director | Supalai Property Management Company Limited |
| | | | | | 1993 - Present | Director | Supalai Northeast Company Limited |
| | | | | | 1989 - Present | Director | Haadyai Nakarin Company Limited |
| | | | | | 1989 - Present | Director | Phuket Estate Company Limited |
| | | | | | **Directorship (s) in Other Company (ies)** | | |
| | | | | | 1988 - Present | Director | Munkong Estate Company Limited |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | -None- | | |
| | | | | | **Former Last 5 years:** | | |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | 2017 - 2019 | Associate Judge | Central Juvenile and Family Court |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| **3. Mr.Tritecha Tangmatitham*** <br>• Director of the Board <br>• Managing Director <br>• Director of the Corporate Governance and Sustainability Development Committee <br>• Director of the Risk Management Committee <br>Date of Appointment: April 21, 2009 <br>Length of Service (as at April 23, 2024): 15 years | 45 | **Education** <br>• Master of Business Administration at Sasin Graduate Institute of Business Administration, Chulalongkorn University, Majoring in Marketing and Strategic Management <br>• Bachelor of Commerce at the University of Melbourne, Majoring in Marketing Economics <br>**Training** <br>• Thai Institute of Director's: <br>  • DCP: Director Certification Program Class 120/2009 <br>  • Capital Market Academy, Class 31 | • **Held personally** 2,189,100 shares, 0.11% <br>• **Held by spouse or minor children** -None- | • Son of Dr.Prateep Tangmatitham and Mrs.Ajchara Tangmatitham, who are the major shareholders of the Company | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 2009 - Present | • Director of the Board <br>• Managing Director <br>• Director of the Corporate Governance and Sustainability Development Committee <br>• Director of the Risk Management Committee | Supalai Public Company Limited |
| | | | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | 2007 - Present | Director | Supalai Northeast Company Limited |
| | | | | | **Directorship (s) in Other Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | -None- | | |
| | | | | | **Former Last 5 years:** | | |
| | | | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | 2020 - 2022 | Director | Adelphi Real Estate Management Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| **4. Assoc.Prof.Dr.Virach Aphimeteetamrong**<br>• Chairman of the Independent Director<br>• Chairman of the Nomination and Compensation Committee<br>Date of Appointment: October 5, 1992<br>Length of Service (as at April 23, 2024): 31 years 6 months | 81 | **Education**<br>• Ph.D (Finance) University of Illinois at Urbana-Champaign, USA<br>• M.B.A. Gothenburg, Sweden<br>• M.A.S. University of Illinois at Urbana-Champaign (UIUC), USA<br>• Bachelor of Accounting (Second Class Honors), Chulalongkorn University<br>**Training**<br>• Thai Institute of Director's:<br>• Course Seminar: R-SS: Engaging Board in ESG: The path of Effective Sustainability Class 1/2023<br>• Hot Issue for Directors: What Directors Need to Know About Digital Assets Class 3/2022<br>• Course Seminar: C-Conference: Collective Action Against Corruption Conference "Innovations in the Fight against Corruption" Class 1/2019<br>• Course Seminar: R-DF: Director Forum "Visionary Board & Announcing 90 Qualified Companies" Class 2/2018 | • **Held personally** 2,791,632 shares, 0.14%<br>• **Held by spouse or minor children** -None- | -None- | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 2015 - Present | Independent Director | Asia Plus Group Holdings Public Company Limited |
| | | | | | 2013 - Present | • Independent Director<br>• Chairman | Thai Agro Energy Public Company Limited |
| | | | | | 2006 - Present | Independent Director | Bangkok Chain Hospital Public Company Limited |
| | | | | | 1995 - Present | Independent Director | Metro Systems Corporation Public Company Limited |
| | | | | | 1992 - Present | • Chairman of the Independent Director<br>• Chairman of the Nomination and Compensation Committee | Supalai Public Company Limited |
| | | | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Other Company (ies)** | | |
| | | | | | 2021 - Present | Independent Director | Tris Rating Company Limited |
| | | | | | 2004 - Present | Independent Director | Asia Plus Securities Company Limited |
| | | | | | 2003 - Present | Independent Director | TRIS Corporation Limited |
| | | | | | 1988 - Present | Chairman | Dr.Virach and Associates Office Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | • Course Seminar: R-CF: Chairman Forum "Digital Transformation - A Must for all Companies" Class 1/2018<br>• Course Seminar: M-DDT: Director Dinner: "Talk Social Responsibility Partnership in Education" Class 2/2018<br>• Course Seminar: NDC: Nation Director Conference: Rising Above Disruptions: A Call for Action Class 1/2018<br>• Course Seminar R-CF: Chairman Forum 2015 "Chairman Role in Building Independence across the Board" Class 1/2015<br>• CGI: Corporate Governance for Capital Market Intermediaries Class 5/2015<br>• Course Seminar R-CF: Chairman Forum 2014 "Chairman Role in Building Independence across the Board" Class 1/2014<br>• ACEP: Anti-Corruption for Executive Program Class 4/2012<br>• Course Seminar R-SS: Special Seminar Class 1/2010 | | | **Directorship (s) in Others** | | |
| | | | | | -None- | | |
| | | | | | **Former Last 5 years:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 2020 - 2022 | Independent Director | Allianz Ayudhya Assurance Public Company Limited |
| | | | | | 2006 - 2021 | Chairman | Intouch Holdings Public Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | • Course Seminar M-DLB: Director Luncheon Briefing Class 1/2009<br>• Course Seminar M-AGM: Annual General Meeting Class 1/2009<br>• DAP: Director Accreditation Program Class 2/2003 | | | | | |
| **5. Mr.Anant Gatepithaya**<br>• Independent Director<br>• Chairman of the Audit Committee<br>• Director of the Risk Management Committee<br>Date of Appointment: January 22, 2001<br>Length of Service (as at April 23, 2024): 23 years 3 months | 72 | **Education**<br>• M.M. (Management) Sasin Graduate Institute of Business Administration Chulalongkorn University<br>• M.B.A. (Management) Commerce Faculty of Commerce and Accountancy Thammasat University<br>• BA (Statistics) Commerce Faculty of Commerce and Accountancy Chulalongkorn University<br>**Training**<br>• Thai Institute of Director's:<br>• Course Seminar: R-ACF: Detection of Accounting Irregularities in fast growing business: The Role of Audit Committee Class 1/2023<br>• CIC: Corporate Governance Program for Insurance Companies Class 3/2022 | • **Held personally** 2,300 shares, 0.0001%<br>• **Held by spouse or minor children** -None- | -None- | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 2007 - Present | • Independent Director<br>• Director of the Audit Committee | Raja Ferry Port Public Company Limited |
| | | | | | 2004 - Present | • Independent Director<br>• Director of the Audit Committee<br>• Director of the Nomination and Compensation Committee<br>• Chairman of the Risk Management Committee | Fortune Parts Industry Public Company Limited |
| | | | | | 2001 - Present | • Independent Director<br>• Chairman of the Audit Committee<br>• Director of the Risk Management Committee | Supalai Public Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | • SBM: Strategic Board Master Class 9/2020<br>• Course Seminar: O-War Room: Board War Room Series 2 "Leading Your Business Through Pandemic Time" Class 2/2020<br>• Course Seminar: R-ACF: Audit Committee Forum "Strategic Audit Committee: Beyond Figure and Compliance" Class 1/2019<br>• Course Seminar: R-CF: Chairman Forum "Secret of Successful Leading Culture Change from Boardroom to Corporate" Class 1/2019<br>• Course Seminar: NDC: National Director Conference "Board of the Future" Class 1/2019<br>• Course Seminar: R-ACF: Audit Committee Forum "The Audit Committee's Role in Compliance and Ethical Culture Oversight" Class 1/2017<br>• Course Seminar: M-DBT: IOD Breakfast Talk 2/2017 "Cybersecurity: Risks, Liabilities, and Best Practices" Class 2/2017 | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Other Company (ies)** | | |
| | | | | | 2008 - Present | • Independent Director<br>• Director of the Audit Committee | Zeer Property Public Company Limited |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | -None- | | |
| | | | | | **Former Last 5 years:** | | |
| | | | | | **Directorship (s) in other Company (ies)** | | |
| | | | | | 2020 - 2023 | • Independent Director<br>• Director of the Nomination and Compensation Committee | ERGO Insurance (Thailand) Public Company Limited |
| | | | | | 2003 - 2021 | • Independent Director<br>• Chairman of the Audit Committee<br>• Director of the Nomination and Compensation Committee<br>• Chairmanof the Risk Management Committee | CMO Public Company Limited |
| | | | | | 2000 - 2021 | Chairman | The Brilliant Solution Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | • Course Seminar: NDC: National Director Conference 2017 Class 1/2017<br>• Course Seminar: M-AGM: AGM 2017 & Dinner Talk "Board of directors and their roles in driving Thailand forward" Class 1/2017<br>• Course Seminar: R-DF: Director Forum 2017 "The Board's Role in CEO Succession Planning" Class 1/2017<br>• Course Seminar: M-DLB: IOD Director's Briefing 2/2017: Directing in the Year of the Rooster: Hot Issues and Outlook for 2017 Class 2/2017<br>• National Director Conference 2016: Enhancing Growth Through Governance in Family-Controlled Businesses<br>• RCL: Risk Management Program for Corporate Leaders Class 1/2015<br>• Course Seminar: Director Forum 2/2015: Building better board through effective Independent Director | | | 2007 - 2018 | • Independent Director<br>• Director of the Audit Committee<br>• Chairman of the Risk Management Committee<br>• Director of the Nomination and Compensation Committee | Hydrotek Public Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | • Course Seminar: C-Conference: "Thailand's 5th National Conference on Collective Action Against Corruption" Class 1/2014<br>• AACP: Advanced Audit Committee Program Class 17/2014<br>• RMP: Risk Management Committee Program Class 1/2013<br>• Course Seminar: AGM: "Integrity Pact: Transparency Tool for Preventing Corruption" Class 1/2013<br>• Course Seminar SE2: "Risk Resilience: How the company's directors should deal with the issues of Enterprise Risk Management" Class 2/2013<br>• Course Seminar SE3: CNBC Summit: Myanmar Class 3/2013<br>• Course Seminar DTT: Personal Financial Planning Workshop for Directors Class 1/2013 | | | | | |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | • Course Seminar NDC: The 2nd National Director Conference 2013 "Board Leadership Evolution" Class 1/2013<br>• Course Seminar DBT: "The Governance Role of the Board in the Preparation and Response to Unforeseen Crisis and the Oversight of (Foreign) Subsidiaries" Class 1/2013<br>• HRP: How to Develop a Risk Management Plan Class 2/2012<br>• QFR: Improving the Quality of Financial Reporting Class 1/2006<br>• DAP: Director Accreditation Program Class 7/2004<br>• ACP: Audit Committee Program Class 2/2004<br>• DCP: Directors Certification Program Class 17/2002 | | | | | |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| **6. Assoc.Prof.Dr.Somjai Phagaphasvivat**<br>• Independent Director<br>• Director of the Audit Committee<br>• Director of the Nomination and Compensation Committee<br>• Chairman of the Corporate Governance and Sustainability Development Committee<br>Date of Appointment: October 13, 2015<br>Length of Service (as at April 23, 2024): 8 years 6 months | 77 | **Education**<br>• Doctorado de Estado, Facultad de Ciencia Politica, Universidad Complutense de Madrid, Spain<br>• Diplome d'Etudes Superieures, (Economic Integration), Universite de Nancy, France<br>• Licenciatura, Facultad de Ciencia Politica Economica, Universidad Complutense de Madrid, Spain<br>• Bachelor of Arts, Chulalongkorn University<br>**Training**<br>• Thai Institute of Director's:<br>  • DAP: Director Accreditation Program Class 34/2005 | • **Held personally** 2,300 shares, 0.0001%<br>• **Held by spouse or minor children** -None- | -None- | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 2015 - Present | • Independent Director<br>• Director of the Audit Committee<br>• Director of the Nomination and Compensation Committee<br>• Chairman of the Corporate Governance and Sustainability Development Committee | Supalai Public Company Limited |
| | | | | | 2013 - Present | • Independent Director<br>• Chairman of the Audit Committee<br>• Director of the Sustainability and Risk Management Committee | Amarin Corporations Public Company Limited |
| | | | | | 1997 - Present | • Independent Director<br>• Chairman of the Audit Committee | Lee Feed Mill Public Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Other Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | -None- | | |
| | | | | | **Former Last 5 years:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 2004 - 2021 | • Independent Director<br>• Chairman of the Board | SEAFCO Public Company Limited |
| | | | | | 2009 - 2020 | • Independent Director<br>• Director of the Audit Committee | TMBThanachart Bank Public Company Limited. |
| **7. Assist. Prof. Aswin Bijayayodhin**<br>• Independent Director<br>• Director of the Audit Committee<br>Date of Appointment: May 10, 2011<br>Length of Service (as at April 23, 2024): 12 years 11 months | 83 | **Education**<br>• Master of Architecture, University of Illinois, USA<br>• Bachelor of Architecture (Honors), Chulalongkorn University<br>**Training**<br>• Thai Institute of Director's:<br>• SFE: Successful Formulation & Execution of Strategy Class 29/2017<br>• AACP: Advanced Audit Committee Program Class 24/2016 | • **Held personally** 2,300 shares, 0.0001%<br>• **Held by spouse or minor children** -None- | -None- | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 2011 - Present | • Independent Director<br>• Director of the Audit Committee | Supalai Public Company Limited |
| | | | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Other Company (ies)** | | |
| | | | | | -None- | | |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | • FSD: Financial Statements for Directors Class 26/2014<br>• ACP: Audit Committee Program Class 38/2012<br>• DAP: Director Accreditation Program Class 91/2011 | | | **Directorship (s) in Others** | | |
| | | | | | 2014 - Present | Advisory of "Board of Trade of Thailand" | Real Estate Business Construction and Design |
| | | | | | 2002 - Present | Advisory Committee of "The Real Estate Business Development" | Thammasat University |
| | | | | | 2001 - Present | Chairman Advisor | The Thai Real Estate Business School (TREBS) |
| | | | | | 2000 - Present | Lecturer for the Graduate Study | Chulalongkorn University, Thammasat University, Silpakorn University and The School of Real Estate Business |
| | | | | | 2000 - Present | Advisor | The Association of Condominium, The Association of Housing Business, The Association of Real Estate Business |
| | | | | | **Former Last 5 years:** | | |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | 2021 - 2023 | Telecommunications Wiring Sub-committee | Office of The National Broadcasting and Telecommunications Commission (NBTC) |
| | | | | | 2000 - 2021 | Lecturer for the Graduate Study on "Real Estate Management" (REM) | Thammasat University |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | | | | 2013 - 2019 | Vice President | Alumni Association of Illinois University |
| | | | | | 2009 - 2019 | Advisor "The Committee of Property Valuation in Bangkok" | The Treasury Department |
| | | | | | 1997 - 2019 | Lecturer The Higher Certificate Study on "Property Valuation" | Thammasat University |
| **8. Mr.Atip Bijanonda**<br>• Director of the Board<br>• Director of the Corporate Governance and Sustainability Development Committee<br>• Chairman of the Risk Management Committee<br>Date of Appointment: March 2, 1992<br>Length of Service (as at April 23, 2024): 32 years | 65 | **Education**<br>• Ph.D. (Management) North Bangkok University<br>• M.B.A (International Business) Georgia State University, USA<br>• M.B.A (Finance) Mercer University, USA<br>• B.Acc. (Finance) Chulalongkorn University<br>• Graduate Degree of the National Defense College of Thailand 2009<br>**Training**<br>• Certificate Course in Top Executive Program on China Business Insights and Network (TRPCIAN3)<br>• Certificate Course in Top Executive Program in Commerce and Trade (TEPCoT), Class 8 | • **Held personally** 7,696,175 shares, 0.39%<br>• **Held by spouse or minor children** -None- | -None- | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 1992 - Present | • Director of the Board<br>• Director of the Corporate Governance and Sustainability Development Committee<br>• Chairman of the Risk Management Committee | Supalai Public Company Limited |
| | | | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | 2015 - Present | Director | Supalai Greenvale Development Pty Ltd |
| | | | | | 2014 - Present | Director | Supalai Officer Development Pty Ltd |
| | | | | | 2014 - Present | Director | Supalai Rippleside Development Pty Ltd |
| | | | | | 2014 - Present | Director | Supalai Australia Holdings Pty Ltd |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | • TLCA - Leadership Development Program (LDP) Thai Listed Companies Association, Class 1<br>• Thai Institute of Director's:<br>  • CGE: Corporate Governance for Executives Class 16/2020<br>  • BMT: Board Matters and Trends Class 5/2018<br>  • ACPG: Anti-Corruption the Practical Guide Class 37/2017<br>  • HRP: How to Develop a Risk Management Plan Class 12/2017<br>  • RCL: Risk Management Program for Corporate Leaders Class 6/2017<br>  • DAP: Director Accreditation Program Class 8/2004<br>  • DCP: Directors Certification Program Class 24/2002<br>  • Capital Market Academy, Class 31 | | | 2014 - Present | Director | Supalai Singapore Holdings Pte Ltd |
| | | | | | 2013 - Present | Director | Supalai Philippines Incorporate |
| | | | | | **Directorship (s) in Other Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | 2021 - Present | Vice President | Board of Trade of Thailand |
| | | | | | 2021 - Present | Chairman | Committee on Trade Associations Promotion and Development, Board of Trade of Thailand |
| | | | | | 2020 - Present | Director | Arsom Silp Institute of the Arts |
| | | | | | 2013 - Present | Board of National City Planning | Department of Public Works and Town & Country Planning |
| | | | | | 2013 - Present | Honorary President | Housing Business Association |
| | | | | | 2004 - Present | Honorary President | Thai Condominium Association |
| | | | | | 2004 - Present | Board of Real Estate Information Center | The Government Housing Bank (GHB.) |
| | | | | | 2013 - Present | The Board of Town Planing | Department of Public Works and Town & Country Planning |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | | | | **Former Last 5 years:** | | |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | 1995 - 2022 | Vice Chairman and Guest Lecturer Program of Modern Management in Real Estate Business Faculty of Architectural | Chulalongkorn University (RE-CU) |
| | | | | | 2010 - 2021 | Board of Director | Board of Trade of Thailand |
| | | | | | 2008 - 2021 | Chairman | The Committee on Trade Associations Group of Real Estate Business Design and Construction, Board of Trade of Thailand |
| | | | | | 2015 - 2019 | Vice President | Thai Listed Companies Association |
| | | | | | 2007 - 2019 | Chairman of the Committee on Business of Real Estate Development | The Thai Chamber of Commerce |
| **9. Mr.Prasas Tangmatitam**<br>• Director of the Board<br>• Director of the Corporate Governance and Sustainability Development Committee<br>Date of Appointment: April 25, 2001<br>Length of Service (as at April 23, 2024): 23 years | 73 | **Education**<br>• Master of Economics (English Program), Thammasat University<br>• Bachelor of Engineering, Major in Survey Engineering Chulalongkorn University | • **Held personally** -None-<br>• **Held by spouse or minor children** -None- | • Younger brother of Dr.Prateep Tangmatitham | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 2001 - Present | • Director of the Board<br>• Director of the Corporate Governance and Sustainability Development Committee | Supalai Public Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | **Training**<br>• Thai Institute of Director's:<br>• SFE: Successful Formulation & Execution The Strategy Class 14/2012<br>• DCP: Directors Certification Program Class 36/2003<br>• DCP Diploma: Directors Certification Program Diploma Class 11/2003<br>• Course Seminar SE2: "Risk Resilience: How the company's directors should deal with the issues of Enterprise Risk Management" Class 2/2013<br>• Course Seminar DBT: "The Governance Role of the Board in the Preparation and Response to Unforeseen Crisis and the Oversight of (Foreign) Subsidiaries" Class 1/2013 | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | 2023 - Present | Director | SSRCP HoldCo Pty Ltd |
| | | | | | 2020 - Present | Director | Balmoral Quay Pty Ltd |
| | | | | | 2015 - Present | Director | Supalai Greenvale Development Pty Ltd |
| | | | | | 2014 - Present | Director | Supalai Officer Development Pty Ltd |
| | | | | | 2014 - Present | Director | Supalai Rippleside Development Pty Ltd |
| | | | | | 2014 - Present | Director | Supalai Australia Holdings Pty Ltd |
| | | | | | 2014 - Present | Director | Supalai Singapore Holdings Pte Ltd |
| | | | | | 2013 - Present | Director | Supalai Philippines Incorporate |
| | | | | | **Directorship (s) in Other Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | -None- | | |
| | | | | | **Former Last 5 years :** | | |
| | | | | | -None- | | |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| **10. Mr.Krid Chancharoensuk*** <br>• Director of the Board <br>• Director of the Risk Management Committee <br>Date of Appointment: April 22, 2014 <br>Length of Service (as at April 23, 2024): 10 years | 53 | **Education** <br>• Bachelor of Laws, Ramkhamhaeng University <br>**Training** <br>• Thai Institute of Director's: <br>• RCL: Risk Management Program for Corporate Leaders Class 1/2015 <br>• Course Seminar: Act against Corruption the Board of Director should know 4/2015 <br>• DCP: Directors Certification Program Class 193/2014 | • **Held personally** 9,600 shares, 0.0005% <br>• **Held by spouse or minor children** -None- | -None- | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 2014 - Present | • Director of the Board <br>• Director of the Risk Management Committee | Supalai Public Company Limited |
| | | | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Other Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | 2019 - Present | Director | Thai Condominium Association |
| | | | | | **Former Last 5 years :** | | |
| | | | | | -None- | | |

Note: * He/She is the director authorized to sign and bind the Company as specified in the certificate.

## Disclosure of Non-violations according to Requirements of External Supervisory Authorities Illegal Acts, Dishonesty, Corporate Governance, Ethical Offences or Labor in the past 5 years

- The Company and the Board of Directors including the management did not commit serious offenses. There was no record of violating the rules and regulations of the Office of the Securities Exchange Commission and the Stock Exchange of Thailand.
- None of them had been convicted of a criminal offense or being subject to criminal prosecution or being adjudged to be bankrupt or placed under receivership.
- There was no record of the transactions that may cause the conflict of interest with the Company during the past year.
- There was no record of criminal offenses against properties in bad faith or against ethical conduct.
- There was no resignation of the executives due to the issue of corporate governance.
- There was no dispute concerning the reputation of the Company in a negative manner caused by the supervision failure of the Board of Directors. In addition, there was no significant labor dispute during the past 5 years.

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| **11. Prof. Emeritus Dr.Sahas Bunditkul**<br>Advisor of the Board of Director<br>Date of Appointment: November 14, 2015<br>Length of Service (as at April 23, 2024): 8 years 5 months | 73 | **Education**<br>• PhD (Mechanical Engineering) University of Michigan, USA (1978)<br>• MBA, the University of Leeds, England (1984)<br>• Master of Mechanical engineering, Chulalongkorn University (1973)<br>• Bachelor of Mechanical engineering (Honors), Chulalongkorn University (1971)<br>**Training**<br>• Certificate in Business Administration, England<br>• Certificate Course in Top Executive Program in Bhumipalung Phandin, Chulalongkorn University, Class 1<br>• Certificate Course in Top Executive Program in Energy Literacy for the world, Thailand Energy Academy (TEA), Class 2<br>• Certificate Course in Top Executive Program in Commerce and Trade (TEPCoT), Class 5<br>• Advanced Security Management Program (ASMP), Class 2 | • **Held personally** 2,300 shares, 0.0001%<br>• **Held by spouse or minor children** -None- | -None- | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 2015 - Present | Advisor of the Board of Director | Supalai Public Company Limited |
| | | | | | **Directorship (s) in Related Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Other Company (ies)** | | |
| | | | | | -None- | | |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | -None- | | |
| | | | | | **Former Last 5 years :** | | |
| | | | | | **Directorship (s) in Others** | | |
| | | | | | 2019 - 2023 | Member of the University Council | Huachiew Chalermprakiet University |
| | | | | | 2013 - 2020 | Chairman of Executive Committee | Asian Institute of Technology (AIT) |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | • Capital Market Academy (CMA), Class 7<br>• Thai Institute of Director's:<br>  • Directors Certification Program: DCP Class 54 (DCP.54)<br>  • Advanced Certificate Course in Politics and Governance in Democratic Systems for Executives, King Prajadhipok's Institute, Class 5<br>  • Graduate Degree Course in The State, Private Sector and Political Sectors, Class 1, National Defence College (NDC.2003)<br>  • Certificate Course in Good Governance for Medical Executives, King Prajadhipok's Institute and the Medical Council of Thailand, Class 4<br>  • Thai-Chinese Leadership Studies Program, Class 1 (TLC-1) | | | | | |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| **12. Mrs.Varunee Lapitananuvat**<br>• Company Secretary<br>• Deputy Managing Director | 61 | **Education**<br>• M.B.A (Finance), National Institute of Development Administration<br>• B.Acc. (Accounting) Chiang Mai University<br>• Certified Public Accountant (Thailand)<br>• Advanced Certificate Course in Public Economic Management for Executive Class 10, King Prajadhipok's Institute<br>• Advanced Certificate Course in Accounting and Taxation, University of the Thai Chamber of Commerce<br>**Training**<br>• Thai Institute of Director's:<br>  • Course Seminar: R-CS: Equipping Your Board for AGM Class 1/2013<br>  • Course Seminar: C-Seminar: Anti-Corruption Seminar Class 3/2012<br>  • EMT: Effective Minute Taking Class 16/2010<br>  • BRP: Board Reporting Program Class 3/2010 | • **Held personally** 18,300 shares, 0.0009%<br>• **Held by spouse or minor children** -None- | -None- | **Present Position:** | | |
| | | | | | **Directorship (s) in Listed Company (ies)** | | |
| | | | | | 2016 - Present | Deputy Managing Director | Supalai Public Company Limited |
| | | | | | 2008 - Present | Company Secretary | Supalai Public Company Limited |
| | | | | | **Former Last 5 years:** | | |
| | | | | | -None- | | |

**The Company Secretary shall perform duties as stipulated in Section 89/15 and Section 89/16 of the Securities and Exchange Act (No.4) B.E. 2551 (2008), which comes into force on August 31, 2008, with responsibility, due care, integrity and shall comply with the laws, objectives, the company's Articles of Association, the resolutions of the Board of Directors, as well as the resolutions of the Shareholders' Meeting. The legal duties of the Company Secretary are as follows;**

1. Give basic advice to Directors in respect of laws, orders and regulations of the Company of which the Board of Directors needs to know, as well as to ensure proper and consistent compliance. Report any significant change in matter of laws to Directors.
2. Organize the shareholders' meeting and Board meeting in accordance with the laws, articles of association and proper practice.
3. Take the minutes of shareholders' meeting and Board meeting and disclosed the resolutions of the meeting accurately and completely, as well as to ensure compliance with the resolutions of the shareholders' meeting and Board meeting.
4. Prepare and keep the register of Directors, Annual Registration Statement/Annual Report (Form 56-1 One Report), letters of invitation for shareholders' meeting, letters of invitation for Board meeting, minutes of the shareholders' meeting and minutes of the Board meeting.
5. Keep the reports of interests filed reported by directors or executives and make submission as required by laws.
6. Ensure that there is the disclosure of information under responsibility to the regulatory agencies according to the regulations and requirements of government agencies.
7. Take care of meetings, documents, and activities related to Board of Directors.
8. Contact and communicate with general shareholders to keep them informed of various shareholders' rights and Company's news.
9. Oversea other matters relating to the Board of Directors, the management and the shareholders.
10. Carry out other duties as prescribed by the Capital Market Supervisory Board as well as complying with related laws and the Company's objectives, Articles of Association, resolutions of the Board of Directors and the resolutions of the Shareholders' meetings; coordinate to ensure implementation of the resolutions of the Board of Directors.

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| **13. Mr.Kittipong Sirilugtrakun**<br>Deputy Managing Director of Construction | 57 | **Education**<br>• Bachelor of Engineering, Major in Civil Engineering, King Mongkut's University of Technology Thonburi<br>• Bachelor of Business Administration (Construction Management), Sukhothai Thammathirat Open University<br>• Bachelor of Business Administration (Finance and Banking), Sukhothai Thammathirat Open University<br>**Training**<br>• Thai Institute of Director's:<br>  • RCL : Risk Management Program for Corporate Leaders Class 30/2023<br>• Advanced Certificate Course in Public Economic Management for Executive, King Prajadhipok's Institute Class 12<br>• The Standard Economic Forum 2021 The Great Reform: THAILAND'S TIPPING POINT FOR A SUSTRAINABLE FUTURE | • **Held personally** 18,300 shares, 0.0009%<br>• **Held by spouse or minor children** 646,716 shares, 0.03% | -None- | 1990 - Present | Deputy Managing Director of Construction | Supalai Public Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| **14. Mr.Boonchai Chaiananbovorn**<br>Deputy Managing Director of regional projects 2 | 60 | **Education**<br>• Master of Business Administration, Chulalongkorn University<br>• Bachelor of Engineering, Khon Kaen University<br>**Training**<br>• Advance Certificate Course in Knowledge and Understanding towards the Personal Data Protection Act, B.E. 2562 (2019)<br>• Advance Certificate Course in Leading Success of Executive<br>• Advance Certificate Course in KPIs Alignment workshop for Supalai<br>• The Standard Economic Forum 2021 The Great Reform: THAILAND'S TIPPING POINT FOR A SUSTAINABLE FUTURE<br>• Advance Certificate Course in Advance Real Estate Management | • **Held personally** 18,300 shares, 0.0009%<br>• **Held by spouse or minor children** -None- | -None- | 2013 - Present | Deputy Managing Director of regional projects 2 | Supalai Public Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| **15. Mrs.Siriporn Wangsapar**<br>Assistant Managing Director of Accounting and Finance<br>(Chief Financial Officer) | 44 | **Education**<br>• Master of Business Administration, Thammasat University<br>• Bachelor of Accounting (First Class Honors), Thammasat University<br>• Certified Public Accountant (Thailand)<br>**Training**<br>• Advanced Certificate Course in Public Economic Management for Executive King Prajadhipok's Institute Class 13,<br>• Course Seminar: Strategic CFO in Capital Markets Program Class 5<br>• Course Seminar: TLCA Leadership Development Program (LDP) Class 6<br>**Ongoing development of knowledge of accounting profession**<br>• CFO Refresher Course 2023<br>• CFO Refresher Class 3/2022<br>• Course Seminar: TLCA CFO Professional Development Program<br>  • COVID-19 Implications for Financial Reporting and Audit | • **Held personally** 10,900 Share, 0.0006%<br>• **Held by spouse or minor children** -None- | -None- | 2007 - Present | Assistant Managing Director of Accounting and Finance | Supalai Public Company Limited |

| Name-Surname / Appointment / Date of Appointment | Age (Years) | Education / Training | Percentage of the Company's shareholding (Ordinary shares) as at December 31, 2023 | Family Relationship among Directors and Executives | Work experience Last 5 years (as at December 31, 2023) | | |
|---|---|---|---|---|---|---|---|
| | | | | | Time Period | Appointment | Agency / Company |
| | | • How to Manage the Company's Finance & Accounting and Communicate with Stakeholders during COVID-19 Crisis<br>• Economic update for CFO<br>• CFO Refresher Class 2/2021<br>• The Standard Economic Forum 2021 The Great Reform: THAILAND'S TIPPING POINT FOR A SUSTRAINABLE FUTURE | | | | | |
| **16. Ms.Wannisa Pattharasintawee**<br>Accounting Department Manager<br>(The person responsible for monitoring the accounting with the qualifications and conditions of accounting according to the rules stipulated in the Notification of the Department of Business Development) | 36 | **Education**<br>• Bachelor of Accountancy, Chulalongkorn University | • **Held personally** 4,600 Shares, 0.0002%<br>• **Held by spouse or minor children** -None- | -None- | 2016 - Present | Accounting Department Manager | Supalai Public Company Limited |

## Attachment 2 : Details of Directors of Subsidiaries and Associates

The Board of Directors as at December 31, 2023 consisted of 10 directors who me the qualifications under Section 68 of the Public Company Limited Act B.E. 2535 (1992) and in accordance with the Notification of the Securities and Exchange Commission, Re : Rules, Conditions and Procedures for Application for and Approval off offer for Sale of Newly Issued Shares dated May 18, 1992 and other relevant notifications. The list of directors are as follows;

| No. | Directors List | | SPALI | Subsidiaries | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | SPM | HN | SPN | PE | SPI | SSH | SAH | SRD | SOD | SGD | BQ |
| 1. | Dr.Prateep | Tangmatitham | X, /, // | X, /, // | X, /, // | X, /, // | X, /, // | X, // | X, // | X, // | X, // | X, // | X, // | X, // |
| 2. | Mrs.Ajchara | Tangmatitham | /, // | /, // | /, // | /, // | /, // | | | | | | | |
| 3. | Mr.Tritecha | Tangmatitham | /, // | | | /, // | | | | | | | | |
| 4. | Assoc.Prof.Dr.Virach | Aphimeteetamrong | / | | | | | | | | | | | |
| 5. | Assoc.Prof.Dr.Somjai | Phagaphasvivat | / | | | | | | | | | | | |
| 6. | Mr.Anant | Gatepithaya | / | | | | | | | | | | | |
| 7. | Assist.Prof.Aswin | Bijayayodhin | / | | | | | | | | | | | |
| 8. | Mr.Atip | Bijanonda | / | | | | | /, // | /, // | /, // | /, // | /, // | /, // | |
| 9. | Mr.Prasas | Tangmatitam | / | | | | | /, // | /, // | /, // | /, // | /, // | /, // | /, // |
| 10. | Mr.Krid | Chancharoensuk | / | | | | | | | | | | | |

Remark: X = Chairman / = Directors // = Executive Directors

| | | | | | |
|---|---|---|---|---|---|
| SPALI | Supalai Public Company Limited | SPI | Supalai Philippines Incorporate | BQ | Balmoral Quay Pty Ltd |
| SPM | Supalai Property Management Company Limited | SSH | Supalai Singapore Holdings Pte Ltd | | |
| HN | Haadyai Nakarin Company Limited | SAH | Supalai Australia Holdings Pty Ltd | | |
| SPN | Supalai Northeast Company Limited | SRD | Supalai Rippleside Development Pty Ltd | | |
| PE | Phuket Estate Company Limited | SOD | Supalai Officer Development Pty Ltd | | |
| | | SGD | Supalai Greenvale Development Pty Ltd | | |

# Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

| Name - Surname | Miss Toopthong Hirunyanulak |
|---|---|
| **Position** | Director of Corporate Governance Compliance and Quality System |
| **Educational Qualifications** | Bachelor's Degree : Bachelor of Accounting, Ramkhamhaeng University<br>Master's Degree : Master of Accounting (Finance), Chulalongkorn University<br>Diploma : Certified Public Accountant of Thailand (CPA)<br>Tax Auditor (TA) |
| **Duty and Responsibility** | 1) Internal Audit and Secretary of the Audit Committee<br>: Supporting performance of duties according to the Charter of Audit Committee<br>2) Corporate Governance and Secretary of the Corporate Governance and Sustainability Development Committee<br>: Supporting performance of duties according to the Charter of Corporate Governance and Sustainability Development Committee<br>3) Risk Management and Secretary of the Risk Management Committee<br>: Supporting performance of duties according to the Charter of Risk Management Committee<br>4) Corporate Compliance<br>: Supporting performance of duties of the Disciplinary Committee<br>5) Assistant Company Secretary<br>: Supporting performance of duties of the Company Secretary<br>6) Quality System (ISO Version 9001 : 2015) |
| **Work Experiences** | Year 2017 - Present : Director of Corporate Governance and Quality System, Secretary of the Audit Committee, Secretary of the Corporate Governance and Sustainability Development Committee, Secretary of the Risk Management Committee of Assistant Company Secretary Supalai Public Company Limited<br>Year 2014 - 2016 : Deputy Director of Internal Audit Section, Secretary of the Audit Committee, Secretary of the Risk Management Committee of Supalai Public Company Limited<br>Year 2008 - 2014 : Internal Audit Manager, Secretary of the Audit Committee of Supalai Public Company Limited<br>Year 2007 - 2008 : Internal Audit Manager, Audit Office of Central Retail Corporation Company Limited<br>Year 2004 - 2007 : Assistant Auditor, Dr. Virach & Associates Audit Office Company Limited |

| Trainings | |
|---|---|
| **1. Internal Audit** | • Audit's Challenge in Value Adding, Federation of Accounting Professions<br>• 2014 Annual Seminar "Emerging Identity of Internal Audit" of the Institute of Internal Auditors of Thailand<br>• COBIT 5 For Management (2013) Information Systems Audit and Control Association (ISACA) - Bangkok Chapter<br>• Update Taxation on the COVID-19 Situation and Thailand Accounting Standards for year 2021, Class 3, Tax Auditor Association of Thailand<br>• The presentation of financial statements and related taxes, including updates on new laws and the Code of Ethics for Professional Accountants, Federation of Accounting Professions |
| **2. Secretary of Sub-Committee** | • Internal Management Techniques for Professional Executives, The Securities and Exchange Commission collaborating with the Stock Exchange of Thailand<br>• Class Action, The Securities and Exchange Commission Collaborating with the Stock Exchange of Thailand<br>• Integrity and Carefulness as Immunity for Board Directors, The Stock Exchange of Thailand<br>• Fundamentals for Corporate Secretaries<br>• Advance for Corporate Secretaries<br>• Company Secretary Program (CSP : 50/2013)<br>• Effective Minute Taking (EMT Class 34/2016), The Thai Institute of Directors Association (IOD)<br>• Guidelines on Use of Reporting System for Changing Securities Holding of Board Directors, Executives and Auditors<br>• Professional Development of Company Secretary 2022, Thai Listed Companies Association<br>• New AGM Checklist 2023 ,Thai Investors Association |
| **3. Risk Management** | • Seminar on Roundtable Discussion on Practical Issues of Risk Management System and Internal Control, Risk and Internal Control Club of Thai Listed Companies Association<br>• CG Forum 3/2015 "Risk Oversight : High Priority Roles Of the Board"<br>• Risk Management and Internal Control Program, Thai Listed Companies Association<br>• Corporate Risk Management, Class 10, Chulalongkorn University<br>• Guidelines on Risk Management, Key to Business Success on the Topic of "How to Manage Personnel for Organization to Achieve in Digital Age"<br>• RCL Course 17/2019: Risk Management Program for Corporate Leader, The Thai Institute of Directors Association (IOD)<br>• Webinar on "TCFD checklist, climate scenario analysis and risk management application", The Securities and Exchange Commission<br>• Webinar on "ESG Risk Management Workshop", The Stock Exchange of Thailand |

| | |
|---|---|
| **4. Sustainable Development** | • Sustainable Investing: ESG Fund for Society, TISCO Asset Management Company Limited<br>• SD Forum 1/2016, "Direction to Drive Businesses to Sustainable Goals", The Stock Exchange of Thailand<br>• Seminar on "Meeting for Clarification on Methods for Assessing Level of Sustainable Development by Thaipat Institute", The Securities and Exchange Commission<br>• How does Corporate Culture Drive Performance and Sustainability?, HCM Annual Conference 2015<br>• Rethinking Sustainable Development is State Own Enterprise of Thailand, TRIS Corporation Limited<br>• The Children Sustainability Forum : Business Action for Children towards SDGs, UNICEF Collaborating with the Stock Exchange of Thailand and Thaipat Institute, Foundation for Thailand Rural Reconstruction Movement Under the Royal Patronage<br>• Exclusive Coaching, Response to Corporate Sustainability Assessment<br>• TCFD & SDGs Workshop: TDCF in Finance, The Stock Exchange of Thailand<br>• Sustainable Supply Chain Management, The Stock Exchange of Thailand<br>• SET ESG Webinar Series No.2/2022 Circular Economy "Business paths to reduce greenhouse gas emissions", The Stock Exchange of Thailand<br>• Training course: "Certificate in ESG Management (C-ESG)", Class 3, The Stock Exchange of Thailand |
| **5. Quality System** | • Internal Audit Technique for ISO 9001 : 2008<br>• Internal Quality Audit for ISO 9001 : 2015 |
| **6. Good Corporate Governance** | • Seminar on "What's New in Good Corporate Governance of Listed Companies for Year 2012", The Stock Exchange of Thailand<br>• Webinar on "How to process on the Nomination Directors to comply with the Corporate Governance Criteria", Thai Listed Companies Association<br>• Seminar on Disclosure of Annual Registration Statement (Form 56-1), The Securities and Exchange Commission<br>• Focus Group on "Significant revision of the rules for making transactions and Connected Transactions of Company Limited", The Securities and Exchange Commission<br>• Webinar on "Preparing for the Preparation of Form 56-1 One Report 2023", The Stock Exchange of Thailand |

| | |
|---|---|
| **7. Anti-Corruption** | • Corruption in Organization, Dark Danger that can be Prevented and Controlled, Risk Management from Corruption, The Stock Exchange of Thailand<br>• Seminar on Company Secretary Forum in the Topic of Strengthening Anti-Corruption Practice in Your Boardroom, Thai Institute of Directors<br>• Guidelines on Anti-Corruption for Business Organizations, PACT Network<br>• Anti-Corruption: The Practical Guide (ACPG 1/2012)<br>• Seminar on "Future Cooperation Among 200 Companies of Thai Private Sector Against Corruption", Thai Institute of Directors<br>• Seminar on "Communication and Policy Establishment Procedures Relating to Anti-Corruption of Listed Companies", The Securities and Exchange Commission and the Stock Exchange of Thailand<br>• Class Action, Thai Investors Association with Faculty of Law, Chulalongkorn University<br>• Forensic Accounting and Fraud Detection, DBMT Institute |
| **8. Other Aspects** | • To give = To Get<br>• Study Tour for Organizations with Happy Workplace, Thai Health Promotion Foundation<br>• Supalai Real Estate Management, Class 1, Supalai Public Company Limited<br>• CVC New Investment Strategies, Inspiring Innovation to Keep up with Business World<br>• Seminar on "Advance Real Estate Management 2022", Supalai Public Company Limited<br>• Training course: Fundamental Counseling Certificate Program, iSTRONG Mental Health |

# Attachment 4 Assets Used in Business Operations

## (1) Property Development Projects for Sales of the Company

| | Project Name and Location<br>Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| | **Low Rise Projects** | | | | | | |
| 1. | Supalai Garden Ville<br>Bangkok - Pathumthani<br>Land and Construction: (96-0-55.8) | SPALI | 28.52 | - | No obligation | - | - |
| 2. | Supalai Park Ville Nittayo<br>Land and Construction: (60-3-44.1) | SPALI | 100.21 | - | No obligation | - | - |
| 3. | Supalai Garden Ville<br>Nakornratchasima<br>Land and Construction:(41-2-80.4) | SPALI | 63.30 | - | No obligation | - | - |
| 4. | Supalai Ville<br>Mittraphap - Banchan<br>Land and Construction: (31-2-86.8) | SPALI | 8.51 | - | No obligation | - | - |
| 5. | Supalai Ville Ubonratchathani<br>Land and Construction:(28-0-58.4) | SPALI | 15.36 | - | No obligation | - | - |
| 6. | Supalai Lagoon Phuket<br>Land and Construction: (80-0-81.6) | SPALI | 18.44 | - | No obligation | - | - |
| 7. | Supalai Garden Ville<br>Rangsit Klong 2<br>Land and Construction: (95-0-94.7) | SPALI | 9.64 | - | No obligation | - | - |
| 8. | Supalai Ville Suratthani<br>Land and Construction: (21-3-81) | SPALI | 83.46 | - | No obligation | - | - |
| 9. | Supalai Bella Udonthani<br>Land and Construction:(35-3-53.4) | SPALI | 9.60 | - | No obligation | - | - |
| 10. | Supalai Moda Ubonratchathani<br>Land and Construction: (50-2-53.7) | SPALI | 190.95 | - | No obligation | - | - |
| 11. | Supalai Bella Ubonratchathani<br>Land and Construction: (34-3-52) | SPALI | 5.01 | - | No obligation | - | - |
| 12. | Supalai Ville Nakhonratchasima<br>Land and Construction: (36-1-21.3) | SPALI | 94.45 | - | No obligation | - | - |
| 13. | Supalai Monte Biz Chiangmai<br>Land and Construction: (7-2-85.5) | SPALI | 22.97 | 59.38 | No obligation | - | AREA 15/12/17 |
| 14. | Supalai Pride<br>Bangna - Ladkrabang<br>Land and Construction: (149-1-42.3) | SPALI | 69.22 | 75.73 | No obligation | - | AREA 09/12/21 |
| 15. | Supalai Garden Ville Rayong<br>Land and Construction: (99-1-1.9) | SPALI | 16.38 | 23.36 | No obligation | - | AREA 14/12/17 |
| 16. | Supalai Primo Phaholyothin 54/1<br>Land and Construction:<br>(26-1-83.1) | SPALI | 10.83 | - | No obligation | - | - |
| 17. | Supalai Bella<br>Bangkok - Pathumthani<br>Land and Construction: (19-02-95.7) | SPALI | 19.43 | - | No obligation | - | - |

| | Project Name and Location<br>Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| 18. | Supalai Primo Pattaya<br>Land and Construction: (14-02-42) | SPALI | 2.81 | - | No obligation | - | - |
| 19. | Supalai Bella Nakhonsithammarat<br>Land and Construction: (57-0-26.2) | SPALI | 70.59 | 126.43 | No obligation | - | AREA 21/12/20 |
| 20. | Supalai Bella Rayong<br>Land and Construction: (19-01-16.8) | SPALI | 9.66 | 9.23 | No obligation | - | AREA 14/12/17 |
| 21. | Supalai Pride Pracha Uthit<br>Land and Construction: (86-0-63) | SPALI | 51.62 | - | No obligation | - | - |
| 22. | Supalai Primo Bangsae<br>Land and Construction: (21-2-96.8) | SPALI | 5.80 | 6.70 | Financial institution | 246.63 | AREA 21/12/18 |
| 23. | Novo Ville Udonthani<br>Land and Construction: (13-3-77.6) | SPALI | 48.31 | - | No obligation | - | - |
| 24. | Supalai Primo Ubonratchathani<br>Land and Construction: (25-1-33.7) | SPALI | 98.69 | - | No obligation | - | - |
| 25. | Supalai Park Ville Nakhonsithammarat<br>Land and Construction: (35-0-48) | SPALI | 54.72 | 61.47 | No obligation | - | AREA 25/12/18 |
| 26. | Supalai Bella Nakhonratchasima<br>Land and Construction: (42-2-15) | SPALI | 70.59 | 124.47 | No obligation | - | AREA 15/12/21 |
| 27. | Novo Ville Phutthasakhon<br>Land and Construction: (21-3-80) | SPALI | 6.59 | - | No obligation | - | - |
| 28. | Supalai Bella Wongwaen-Ramindra<br>Land and Construction: (53-2-72.5) | SPALI | 5.97 | 7.16 | No obligation | - | AREA 11/12/18 |
| 29. | Supalai Primo Chaiyaphruek - Bangbuathong<br>Land and Construction: (16-3-17.1) | SPALI | 4.15 | - | No obligation | - | - |
| 30. | Supalai Primo Phetkasem 110<br>Land and Construction: (12-1-32.8) | SPALI | 13.37 | - | No obligation | - | - |
| 31. | Supalai Primo Kanchanaphisek - Chaiyaphruek<br>Land and Construction: (20-1-93) | SPALI | 75.67 | - | No obligation | - | - |
| 32. | Supalai Ville Sriracha - Suan Suea<br>Land and Construction: (16-0-98.8) | SPALI | 35.11 | - | No obligation | - | - |
| 33. | Supalai Park Ville Maekorn - Chiangrai<br>Land and Construction: (86-1-29.1) | SPALI | 171.48 | 304.03 | No obligation | - | AREA 15/12/20 |
| 34. | Supalai River Ville Rayong<br>Land and Construction: (24-1-41.9) | SPALI | 205.18 | 248.36 | No obligation | - | AREA 01/11/17 |
| 35. | Supalai Bella Chayangkhun Kham Yai<br>Land and Construction: (60-0-99.8) | SPALI | 180.55 | - | No obligation | - | - |
| 36. | Supalai Bella Thalang Phuket<br>Land and Construction: (34-0-52.4) | SPALI | 19.45 | 23.48 | No obligation | - | AREA 02/12/20 |
| 37. | Supalai Primo Suranaree<br>Land and Construction: (24-1-41) | SPALI | 27.45 | - | No obligation | - | - |

| | Project Name and Location Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| 38. | Supalai Ville Bangna-Outer Ring Road Land and Construction: (60-1-92.4) | SPALI | 341.03 | 718.67 | Financial institution | 777.14 | AREA 11/12/20 |
| 39. | Supalai Ville Ekachai - Kanchanaphisek Land and Construction: (62.3-18.6) | SPALI | 124.43 | 184.09 | No obligation | - | AREA 27/12/19 |
| 40. | Supalai Park Ville Rangsit Klong 4 Land and Construction: (92-2-24) | SPALI | 375.57 | 576.37 | Financial institution | 853.00 | KTAC 05/04/19 |
| 41. | Supalai Bella Kanchanaphisek - Soi Kantana Land and Construction: (26-0-90.9) | SPALI | 34.24 | - | No obligation | - | - |
| 42. | Supalai Urbana Chaengwattana-Pakkret Land and Construction: (9-1-71) | SPALI | 101.55 | - | No obligation | - | - |
| 43. | Supalai Primo Kanchanaphisek - Rama V Land and Construction: (16-0-70.7) | SPALI | 21.43 | - | No obligation | - | - |
| 44. | Supalai Ville Rangsit Khlong Luang-Khlong 2 Land and Construction: (53-1-41.6) | SPALI | 259.92 | - | No obligation | - | - |
| 45. | Supalai Bella Rama 2 - Pantainorasingh Land and Construction: (23-0-80.8) | SPALI | 11.45 | - | No obligation | - | - |
| 46. | Supalai Pride Udonthani Land and Construction: (97-0-25.4) | SPALI | 445.68 | 447.34 | No obligation | - | AREA 17/12/20 |
| 47. | Supalai Primo Nakhonsithammarat Land and Construction: (6-2-37.7) | SPALI | 66.61 | - | No obligation | - | - |
| 48. | Supalai Ville Rayong Land and Construction: (57-2-73.2) | SPALI | 137.93 | 225.03 | No obligation | - | AREA 24/12/20 |
| 49. | Supalai Bella Maekorn-Chiang Rai Land and Construction: (40-2-8.9) | SPALI | 205.34 | 239.24 | No obligation | - | AREA 15/12/22 |
| 50. | Supalai Bella Mabyangporn-Pluakdaeng Land and Construction: (39-3-4.9) | SPALI | 130.64 | - | No obligation | - | - |
| 51. | Supalai Prima Villa Nakhonratchasima Land and Construction: (56-1-27.5) | SPALI | 218.93 | 515.78 | No obligation | - | AREA 15/12/21 |
| 52. | Supalai Ville Nakhonsithammarat Land and Construction: (26-0-78.4) | SPALI | 88.41 | - | No obligation | - | - |
| 53. | Supalai Novo Ville Suratthani Land and Construction: (29-2-49.5) | SPALI | 92.34 | - | No obligation | - | - |
| 54. | Supalai Ville San Phi Suea Land and Construction: (9-1-1) | SPALI | 18.15 | - | No obligation | - | - |
| 55. | Supalai Palm Springs Thepharak Land and Construction: (99-2-33.3) | SPALI | 347.87 | 481.65 | Financial institution | 856.94 | AREA 08/12/22 |
| 56. | Supalai Prima Villa Pinklao - Phutthamonthon Sai 2 Land and Construction: (26-2-94.5) | SPALI | 327.57 | 378.05 | No obligation | - | AREA 29/05/19 |

| | Project Name and Location Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| 57. | Supalai Primo Rangsit Land and Construction: (6-0-71.8) | SPALI | 14.14 | - | No obligation | - | - |
| 58. | Supalai Primo Rattanathibet Land and Construction: (10-3-21.1) | SPALI | 39.93 | - | No obligation | - | - |
| 59. | Supalai Primo Ayutthaya Land and Construction: (15-3-78.4) | SPALI | 67.33 | - | No obligation | - | - |
| 60. | Supalai Ville Ayutthaya Land and Construction: (31-2-86.7) | SPALI | 119.45 | - | No obligation | - | - |
| 61. | Supalai Garden Ville Nang Lae - Chiangrai Land and Construction: (86-2-96.2) | SPALI | 400.42 | 441.26 | Financial institution | 526.81 | AREA 15/12/22 |
| 62. | Supalai Bella Bansuan -Setthakit Land and Construction: (30-0-80.9) | SPALI | 78.89 | - | No obligation | - | - |
| 63. | Supalai Pride Phitsanulok Land and Construction: (60-2-86) | SPALI | 151.92 | 346.39 | No obligation | - | AREA 27/11/19 |
| 64. | Supalai Ville Sriracha-Bowin Land and Construction: (88-0-74.5) | SPALI | 382.86 | 452.10 | Financial institution | 532.88 | AREA 08/12/22 |
| 65. | Supalai Park Ville Hangdong-Chiangmai Land and Construction: (32-2-92.1) | SPALI | 206.00 | 276.39 | No obligation | - | AREA 18/10/19 |
| 66. | Supalai Prima Villa Phatthanakan Khu Khwang Land and Construction: (83-3-3) | SPALI | 441.47 | - | No obligation | - | - |
| 67. | Supalai Bliss Nakornratchasima Land and Construction: (21-3-96.2) | SPALI | 119.06 | - | No obligation | - | - |
| 68. | Supalai River Ville Suratthani Land and Construction: (19-2-74.8) | SPALI | 152.95 | 157.78 | Financial institution | 195.26 | AREA 27/12/22 |
| 69. | Supalai Lake Ville Phuket Land and Construction: (102-3-72.3) | SPALI | 717.95 | 839.89 | Financial institution | 916.19 | AREA 09/12/22 |
| 70. | Supalai Primo Lat Krabang Land and Construction: (35-0-43) | SPALI | 244.64 | 246.70 | Financial institution | 398.36 | AREA 29/12/22 |
| 71. | Supalai Ville Bangna-Srinakarin Land and Construction: (25-2-82.5) | SPALI | 148.40 | 193.92 | No obligation | - | AREA 08/12/22 |
| 72. | Supalai Pride Sriracha Land and Construction: (54-0-80.9) | SPALI | 529.00 | 670.15 | Financial institution | 493.37 | AREA 08/12/22 |
| 73. | Supalai Palm Springs Rama 2 Land and Construction: (91-0-51.9) | SPALI | 389.03 | - | Financial institution | 574.00 | - |
| 74. | Supalai Palm Springs Ban Pon Phuket Land and Construction: (68-0-97.2) | SPALI | 332.75 | 521.49 | Financial institution | 749.40 | AREA 07/12/22 |
| 75. | Supalai Elegance Phaholyothin 50 Land and Construction: (45-0-24.4) | SPALI | 897.69 | 1,112.48 | Financial institution | 700.00 | PROSPEC 04/03/20 |
| 76. | Supalai Elegance Borommaratchachonnani 121 Land and Construction: (34-2-65.2) | SPALI | 529.77 | 577.19 | Financial institution | 545.00 | SIAM IMPERIAL 16/06/20 |

| | Project Name and Location Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| 77. | Supalai Palm Springs Rayong Land and Construction: (61-3-23.8) | SPALI | 318.72 | 423.38 | Financial institution | 491.30 | PROSPEC 03/08/20 |
| 78. | Supalai Primo Nongbuasala Land and Construction: (42-0-0.3) | SPALI | 234.91 | 299.29 | No obligation | - | AREA 12/11/20 |
| 79. | Supalai ParkVille Prachauthit-Suksawat Land and Construction: (51-3-92.1) | SPALI | 550.79 | 556.66 | Financial institution | 500.00 | FUTURE 22/10/20 |
| 80. | Supalai Lake & Park Land and Construction: (94-0-66.7) | SPALI | 417.53 | 442.10 | Financial institution | 831.85 | AREA 20/12/22 |
| 81. | Supalai Bella Westgate Land and Construction: (32-3-97.2) | SPALI | 348.01 | - | No obligation | - | - |
| 82. | Supalai Primo Chalong Phuket Land and Construction: (15-3-2.3) | SPALI | 70.06 | - | No obligation | - | - |
| 83. | Supalai Ville Pattaya-Motorway Land and Construction: (21-1-2.2) | SPALI | 162.88 | - | No obligation | - | - |
| 84. | Supalai Garden Ville Phitsanulok Land and Construction: (70-0-20.5) | SPALI | 342.94 | - | No obligation | - | - |
| 85. | Supalai Primo Rayong Land and Construction: (36-1-89.8) | SPALI | 84.65 | - | No obligation | - | - |
| 86. | Supalai Garden Ville Nang Lae-Chiangrai Commercial Building Land and Construction: (0-2-97.7) | SPALI | 9.99 | - | No obligation | - | - |
| 87. | Supalai Pride Outer Ring - Lamlukka Klong 6 Land and Construction: (44-1-67.2) | SPALI | 195.59 | - | No obligation | - | - |
| 88. | Supalai Ville Outer Ring - Lamlukka Klong 7 Land and Construction: (42-1-30) | SPALI | 351.86 | 473.97 | Financial institution | 327.50 | SIAM IMPERIAL 31/05/21 |
| 89. | Novo Ville Rangsit Klong 1 Land and Construction: (2-1-32.8) | SPALI | 33.09 | - | No obligation | - | - |
| 90. | Supalai Bella Chaiyaphruek Land and Construction: (14-1-31.9) | SPALI | 174.09 | - | No obligation | - | - |
| 91. | Supalai Park Ville Ramkhamhaeng 174 Land and Construction: (43-1-80) | SPALI | 638.12 | 745.00 | No obligation | - | SIAM IMPERIAL 09/07/21 |
| 92. | Supalai Pride Bangyai Land and Construction: (90-1-44.3) | SPALI | 557.35 | 635.32 | Financial institution | 616.70 | AREA 05/10/21 |
| 93. | Supalai Primo Rangsit Klong Land and Construction: (17-1-5) | SPALI | 177.52 | - | No obligation | - | - |
| 94. | Supalai Ville Chaiyapruek - Outer Ring Land and Construction: (63-3-98.9) | SPALI | 375.52 | - | No obligation | - | - |
| 95. | Supalai Primo Phetkasem - Phutthasakhon Land and Construction: (15-0-0) | SPALI | 188.29 | - | No obligation | - | - |

| | Project Name and Location<br>Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| 96. | Supalai Lake Ville Srisaman - Pathumthani<br>Land and Construction: (85-0-98) | SPALI | 684.92 | - | Financial institution | 632.00 | - |
| 97. | Supalai Ville Phetkasem - Phutthasakhon<br>Land and Construction: (27-3-44.1) | SPALI | 265.75 | - | Financial institution | 238.12 | - |
| 98. | Supalai Grand Essence @Tha Phra Interchange<br>Land and Construction: (2-3-41) | SPALI | 200.40 | - | No obligation | - | - |
| 99. | Supalai Pride Outer Ring Road-Rama 2<br>Land and Construction: (69-2-97.7) | SPALI | 399.44 | - | Financial institution | 491.00 | - |
| 100. | Supalai Ville Pinklao - Salaya<br>Land and Construction: (11-0-57) | SPALI | 163.66 | - | No obligation | - | - |
| 101. | Supalai Ville Rasada Phuket<br>Land and Construction: (14-3-31.8) | SPALI | 169.88 | - | No obligation | - | - |
| 102. | Supalai Grand Ville Maekorn-Chiang Rai<br>Land and Construction: (93-1-77.5) | SPALI | 443.20 | - | Financial institution | 727.82 | - |
| 103. | Supalai Park Ville Pattaya - Sukhumvit<br>Land and Construction: (54-3-58) | SPALI | 389.22 | - | No obligation | - | - |
| 104. | Supalai Bliss Bannamuang<br>Land and Construction: (13-3-50.3) | SPALI | 79.64 | - | No obligation | - | - |
| 105. | Supalai Tuscany Donkaew-Mae Rim<br>Land and Construction: (92-0-83.4) | SPALI | 563.61 | - | Financial institution | 707.25 | - |
| 106. | Supalai Bella Donkaew-Mae Rim<br>Land and Construction: (38-0-97.1) | SPALI | 191.28 | 223.07 | Financial institution | 252.07 | AREA 15/12/22 |
| 107. | Supalai Scenic Bay Pool Villa<br>Land and Construction: (4-3-85.6) | SPALI | 33.65 | 57.59 | No obligation | - | AREA 15/12/23 |
| 108. | Supalai Palm Spring Nakornratchasima<br>Land and Construction: (57-1-41.8) | SPALI | 387.50 | - | Financial institution | 408.32 | - |
| 109. | Supalai Primo Koh Rean-Ayutthaya<br>Land and Construction: (15-2-88.9) | SPALI | 127.06 | - | No obligation | - | - |
| 110. | Supalai Park Ville Koh Rean-Ayutthaya<br>Land and Construction: (92-2-38.6) | SPALI | 547.96 | 670.56 | Financial institution | 852.25 | AREA 08/06/23 |
| 111. | Supalai Garden Ville Ban Pho-Chachoengsao<br>Land and Construction: (53-0-75.9) | SPALI | 340.20 | 464.34 | Financial institution | 575.21 | PROSPEC 17/11/21 |
| 112. | Supalai Pride Nakhonsawan<br>Land and Construction: (77-0-82.4) | SPALI | 420.71 | 592.11 | Financial institution | 792.04 | AREA 17/01/22 |
| 113. | S Avenue Commercial Bowin 2<br>Land and Construction: (1-0-92.1) | SPALI | 6.79 | - | No obligation | - | - |
| 114. | Supalai Ville Bangsaen-Sukhumvit<br>Land and Construction: (21-0-75.7) | SPALI | 259.03 | - | Financial institution | 203.14 | - |

| | Project Name and Location Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| 115. | Supalai Bella Nakhu-Chachoengsao Land and Construction: (53-3-3.6) | SPALI | 360.11 | 378.93 | No obligation | - | AREA 21/10/22 |
| 116. | Supalai Ville Lamphun Land and Construction: (56-3-57.3) | SPALI | 263.24 | 274.93 | Financial institution | 339.00 | GROWEST 22/08/22 |
| 117. | Supalai Ville HUAHIN Land and Construction: (28-1-61.4) | SPALI | 254.64 | 260.24 | Financial institution | 260.00 | FUTURE 15/08/22 |
| 118. | Supalai Palm Ville Bangkhaem - Nakhonpathom Land and Construction: (42-2-5.9) | SPALI | 275.44 | 436.39 | Financial institution | 403.00 | AREA 30/01/23 |
| 119. | Supalai Ville Samphran - Phetkasem Land and Construction: (40-1-73.4) | SPALI | 298.66 | - | Financial institution | 435.00 | - |
| 120. | Supalai Essence Song Prapha - Don Mueang Land and Construction: (14-2-18.8) | SPALI | 311.91 | - | No obligation | - | - |
| 121. | Supalai Palm Ville Santapol Land and Construction: (42-1-6.4) | SPALI | 367.04 | 379.29 | Financial institution | 348.30 | AREA 28/11/22 |
| 122. | Supalai Essence Ang Sila Land and Construction: (29-0-52.1) | SPALI | 443.40 | 468.62 | Financial institution | 369.50 | KTAC 07/06/22 |
| 123. | Supalai Grand Ville Sankamphaeng Land and Construction: (61-2-5.5) | SPALI | 373.55 | - | No obligation | - | - |
| 124. | Supalai Palm Ville Outer Ring - Rangsit Klong 4 Land and Construction: (34-0-83) | SPALI | 289.64 | - | No obligation | - | - |
| 125. | Supalai Tuscany Rama 2-Outer Ring Road Land and Construction: (93-3-15.2) | SPALI | 569.42 | - | No obligation | - | - |
| 126. | Supalai Grand Essence Arun Amarin Land and Construction: (4-1-56.7) | SPALI | 286.77 | 312.79 | Financial institution | 276.30 | AREA 14/02/23 |
| 127. | Supalai Bella Rama 2-Outer Ring Road Land and Construction: (71-3-14.1) | SPALI | 239.76 | 244.00 | Financial institution | 595.00 | SIAM IMPERIAL 25/08/23 |
| 128. | Supalai Ville Ratchapruek-kanchanaphisek Land and Construction: (62-3-22.6) | SPALI | 393.88 | 410.13 | Financial institution | 524.25 | AREA 09/10/23 |
| 129. | Supalai Ville Prachauthit 90 Land and Construction: (50-1-73.6) | SPALI | 229.77 | 240.80 | Financial institution | 563.00 | AREA 12/07/23 |
| 130. | Supalai Prime Villa New Krungthepkreetha - Motorway Land and Construction: (10-0-0) | SPALI | 190.28 | - | No obligation | - | - |
| 131. | Supalai Park Ville Yaek Khao Ngu Land and Construction: (33-3-52) | SPALI | 104.65 | - | No obligation | - | - |
| 132. | Supalai Palmsprings Outer Ring - Lamlukka Land and Construction: (44-1-32.3) | SPALI | 372.94 | 408.21 | Financial institution | 399.00 | SIAM IMPERIAL 22/06/23 |

| | Project Name and Location Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| 133. | Supalai Bella Vichit Phuket Land and Construction: (21-1-52) | SPALI | 260.84 | - | Financial institution | 235.02 | - |
| 134. | Supalai Palm Ville Chanthaburi Land and Construction: (21-0-6.8) | SPALI | 153.64 | - | No obligation | - | - |
| 135. | Supalai Prima Villa Thanon Utthayan Land and Construction: (29-0-77.7) | SPALI | 355.90 | 369.85 | No obligation | - | SIAM IMPERIAL 20/07/23 |
| 136. | Supalai Primo Nimit Mai-Outer Ring Land and Construction: (8-2-76.3) | SPALI | 35.97 | - | No obligation | - | - |
| 137. | Supalai Park Ville Nimit Mai-Outer Ring Land and Construction: (66-1-11.4) | SPALI | 403.72 | 406.85 | Financial institution | 573.00 | KTAC 03/07/23 |
| 138. | Supalai Wellness Village Bangsai Land and Construction: (22-3-37.1) | SPALI | 76.36 | 91.17 | No obligation | - | AREA 08/02/22 |
| 139. | Supalai Primo Thep Kasatri & Sri Sunthon Heroines Monument Phuket Land and Construction: (11-0-11.8) | SPALI | 153.67 | - | No obligation | - | - |
| 140. | Supalai Primo Ramintra 117 Land and Construction: (15-2-50) | SPALI | 128.08 | - | No obligation | - | - |
| 141. | Supalai Palm Springs Jamatawee-Lampang Land and Construction: (25-1-63.9) | SPALI | 128.98 | - | No obligation | - | - |
| 142. | Supalai Palm Ville Monkrating-Lampang Land and Construction: (44-0-32) | SPALI | 72.28 | - | No obligation | - | - |
| 143. | Supalai Prima Villa Donkaew-Mae Rim Land and Construction: (25-2-57.8) | SPALI | 156.50 | - | No obligation | - | - |
| 144. | Supalai Riviera Ayutthaya Land and Construction: (29-0-23.5) | SPALI | 280.74 | 284.64 | Financial institution | 432.20 | AREA 08/06/23 |
| 145. | Supalai Park Ville Kanchanaphisek Soi Kantana Land and Construction: (59-3-13.4) | SPALI | 455.82 | 456.61 | Financial institution | 600.00 | GROWEST 09/05/23 |
| 146. | Supalai Palm Springs Bowin-Eastern Land and Construction: (90-2-23.6) | SPALI | 346.25 | 347.12 | Financial institution | 957.30 | AREA 10/08/23 |
| 147. | Supalai Prima Villa Baan Bueng Land and Construction: (42-1-23.4) | SPALI | 244.13 | 264.41 | Financial institution | 326.85 | AREA 27/06/23 |
| 148. | Supalai Lake Ville Chanthaburi Land and Construction: (122-3-89.7) | SPALI | 208.74 | 218.83 | Financial institution | 695.00 | SIAM IMPERIAL 11/05/23 |
| | **Total - Low Rise Projects** | | **31,229.31** | | | | |

| | Project Name and Location Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| | **High Rise Projects** | | | | | | |
| 1. | Supalai City Resort @ Rayong Condominium: (4-1-88) | SPALI | 150.54 | - | No obligation | - | - |
| 2. | Supalai Monte 2 Condominium: (4-1-24.3) | SPALI | 33.29 | - | No obligation | - | - |
| 3. | Supalai Vista Phuket Condominium: (2-3-46.8) | SPALI | 125.69 | - | No obligation | - | - |
| 4. | Supalai Mare @ Pattaya Condominium: (7-1-93) | SPALI | 46.69 | - | No obligation | - | - |
| 5. | Supalai Vista @ pak kred Intersection Condominium: (2-0-45) | SPALI | 122.78 | - | No obligation | - | - |
| 6. | Supalai Vista @ Sri Racha-Laemchabang Port Intersection Condominium: (2-1-83) | SPALI | 362.36 | - | No obligation | - | - |
| 7. | Supalai Park @ Pak-Kred Intersection Condominium: (12-3-41) | SPALI | 266.47 | - | No obligation | - | - |
| 8. | Supalai City Resort Chaeng Watthana Condominium: (5-0-17.1) | SPALI | 64.83 | - | No obligation | - | - |
| 9. | Supalai Veranda Rattanathibeth Condominium: (5-3-1.7) | SPALI | 559.18 | - | No obligation | - | - |
| 10. | Supalai Loft @ Khaerai Station Condominium: (2-0-34.5) | SPALI | 276.64 | - | No obligation | - | - |
| 11. | Supalai City Resort Chonburi Condominium: (6-0-30.1) | SPALI | 109.07 | - | No obligation | - | - |
| 12. | Supalai Loft Ratchada-Wongsawang Condominium: (9-3-66.8) | SPALI | 749.81 | 1,190 | Financial institution | 925.00 | SIAM IMPERIAL 28/03/22 |
| 13. | Supalai Riva Grande Condominium: (11-1-75) | SPALI | 259.98 | - | No obligation | - | - |
| 14. | Supalai Premier Si Phraya-Samyan Condominium: (2-2-97) | SPALI | 32.07 | - | No obligation | - | - |
| 15. | Supalai Oriental Sukhumvit 39 Condominium: (10-1-29) | SPALI | 1,612.70 | - | No obligation | - | - |
| 16. | Supalai Veranda Phasi Charoen Station Condominium: (10-3-46) | SPALI | 122.21 | - | No obligation | - | - |
| 17. | Supalai Veranda Sukhumvit 117 Condominium: (4-2-29) | SPALI | 787.53 | - | No obligation | - | - |
| 18. | Supalai Veranda Ramkhamhaeng Condominium: (15-1-95.9) | SPALI | 559.20 | - | No obligation | - | - |
| 19. | Supalai Prime Rama 9 Condominium: (15-1-16.9) | SPALI | 58.07 | - | No obligation | - | - |
| 20. | Supalai Park Yaek Fai Chai Station Condominium: (6-0-95.2) | SPALI | 646.99 | - | No obligation | - | - |
| 21. | Supalai Icon Sathorn Condominium: (7-3-82) | SPALI | 7,895.98 | 10,013.01 | Financial institution | 6,225.00 | AREA 16/10/19 |

| | Project Name and Location Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| 22. | Supalai Lite Tha Phra-Wongwian Yai Condominium: (2-2-42.1) | SPALI | 259.63 | - | No obligation | - | - |
| 23. | Supalai City Resort Sukhumvit 107 Condominium: (13-1-78.4) | SPALI | 1,047.00 | - | No obligation | - | - |
| 24. | Supalai City Resort Charan 91 Condominium: (11-3-20.4) | SPALI | 250.21 | - | No obligation | - | - |
| 25. | Supalai Loft Sathorn-Ratchaphruek Condominium: (3-1-75.1) | SPALI | 29.80 | - | No obligation | - | - |
| 26. | Supalai Premier Samsen - Ratchawat Condominium: (2-2-93) | SPALI | 913.87 | 1,109.19 | Financial institution | 684.30 | AREA 04/03/22 |
| 27. | Supalai City Home Rayong Condominium: (3-0-55.2) | SPALI | 155.62 | - | No obligation | - | - |
| 28. | Supalai Loft Phasi Charoen Station Condominium: (2-0-90) | SPALI | 607.09 | 695.89 | Financial institution | 434.90 | AREA 21/02/23 |
| 29. | City Home Sanambinnam - Rattanathibeth Condominium: (5-1-27.6) | SPALI | 415.65 | - | No obligation | - | - |
| 30. | Supalai Blue Whale HUAHIN Condominium: (7-2-14) | SPALI | 284.98 | - | No obligation | - | - |
| 31. | Supalai Parc Ekkamai-Pattanakarn Condominium: (13-0-97) | SPALI | 797.00 | 921.15 | Financial institution | 1,966.10 | AREA 15/11/23 |
| 32. | Supalai Sense Srinakarin Condominium: (3-3-76.3) | SPALI | 168.35 | - | No obligation | - | - |
| | **Total - High Rise Projects** | | **19,771.28** | | | | |
| | **Total** | | **51,000.59** | | | | |

## (2) Property Development Projects for Sales of Subsidiaries

| | Project Name and Location Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| 1. | Asean Trade Center - Hatyai Land and Construction:(52-0-25.4) | HN | 8.16 | 27.90 | Financial institution | 3.00 | AREA 06/01/24 |
| 2. | Asean City Resort - Hatyai Land and Construction:(8-0-11.5) | HN | 4.36 | - | No obligation | - | - |
| 3. | City Resort Pasawang - Hatyai Condominium :(5-1-59.1) | HN | 219.89 | 440.0 | No obligation | - | AREA 08/01/24 |
| 4. | Palmsprings-9 - Hatyai Land and Construction: (12-2-33.7) | HN | 26.72 | - | No obligation | - | - |
| 5. | Palmsprings 12- Hatyai Land and Construction: (23-0-94.5) | HN | 71.49 | 106.13 | No obligation | - | AREA 08/01/24 |
| 6. | Supalai Garden ville - Hatyai Land and Construction: (49-1-37.4) | HN | 131.47 | 268.18 | No obligation | - | AREA 08/01/24 |

| | Project Name and Location Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|---|
| 7. | Palmsprings Park Ville - Hatyai Land and Construction: (40-1-16.8) | HN | 5.21 | - | No obligation | - | - |
| 8. | Palmsprings Promenade- Hatyai Land and Construction(8-1-21.4) | HN | 5.42 | - | No obligation | - | - |
| 9. | Palmville Thepharak - Samut-prakarn Land and Construction(37-2-52) | HN | 13.72 | - | No obligation | - | - |
| 10. | Palmsprings Primo-Thakham Hatyai Land and Construction: (53-0-71) | HN | 170.28 | 228.74 | No obligation | - | AREA 06/01/24 |
| 11. | Palmsprings Lift-Klonghae Land and Construction: (30-3-60) | HN | 145.97 | 195.03 | Financial institution | 308.99 | AREA 06/01/24 |
| 12. | Palmspring Bella-Klonghae Land and Construction: (27-0-70.4) | HN | 133.53 | 121.46 | No obligation | - | AREA 06/01/24 |
| 13. | Supalai Prima Villa Thachange-Bangklam Land and Construction: (94-1-34.5) | HN | 405.21 | 511.26 | Financial institution | 671.54 | AREA 05/01/24 |
| 14. | Palmsprings Bright Land and Construction: (26-2-87.6) | HN | 154.64 | 242.74 | Financial institution | 302.68 | AREA 06/01/24 |
| 15. | Palmsprings Bennet Land and Construction: (47-0-85.9) | HN | 237.21 | 220.39 | Financial institution | 434.87 | AREA 06/01/24 |
| 16. | Palmsprings Essence-Phetkasem 27 Land and Construction: (12-2-22.7) | HN | 77.69 | - | No obligation | - | - |
| 17. | Supalai Resort & Spa Phuket-(Housing) Land and Construction:(5-1-7.5) | PE | 53.67 | 62.30 | No obligation | - | AREA 15/12/23 |
| 18. | Supalai Royal River (Khonkaen) Land and Construction: (95-3-5.5) | SPN | 90.43 | 175.42 | Financial institution (partial) | 10.00 | SIAM IMPERIAL 27/11/20 |
| 19. | Moda Airport Land and Construction: (78-2-79) | SPN | 172.12 | - | Financial institution | 571.30 | - |
| 20. | Supalai Primo Bueng Nong Kod Land and Construction: (15-3-3.5) | SPN | 146.80 | - | No obligation | - | - |
| 21. | Supalai River Ville 2 Land and Construction: (15-2-79) | SPN | 14.06 | 61.46 | No obligation | - | SIAM IMPERIAL 27/11/20 |
| 22. | Supalai Bliss Maliwan-R.8 Land and Construction: (10-3-4) | SPN | 74.87 | - | No obligation | - | - |
| 23. | Supalai Royal River 2 Land and Construction: (13-1-14.3) | SPN | 76.94 | - | No obligation | - | - |
| 24. | Supalai Royal River 3 Land and Construc-tion: (46-0-51.5) | SPN | 19.72 | - | No obligation | - | - |
| 25. | Supalai Palm Spring BuengKaennakhon Land and Construction: (52-2-69.8) | SPN | 503.64 | - | Financial institution | 680.26 | - |

| Project Name and Location Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraised Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|
| 26. Novo Ville Airport Land and Construction: (12-2-24.6) | SPN | 2.06 | 2.37 | No obligation | - | AREA 07/12/15 |
| 27. Bliss Sriracha-Bowin Land and Construction: (28-3-5.4) | SPM | 148.39 | 192.95 | Financial institution | 186.20 | AREA 07/05/20 |
| 28. Bliss Bankai-Rayong Land and Construction: (28-0-0) | SPM | 157.94 | 181.65 | Financial institution | 267 | PROSPEC 13/08/20 |
| **Total** | | **3,271.61** | | | | |

| | | | |
|---|---|---|---|
| SPALI | : Supalai Public Company Limited | HN | : Haadyai Nakarin Company Limited |
| SPN | : Supalai Northeast Company Limited | SPM | : Supalai Property Management Company Limited |
| PE | : Phuket Estate Company Limited | AREA | : Agency for Real Estate Affairs Company Limited |
| GROWEST | : Grow Estimation Company Limited | KTAC | : KTAC Appraisal and Service Company Limited |
| SIAMIMPERIAL | : Siam Imperial Appraisal Company Limited | PROSPEC | : Prospec Appraisal Company Limited |
| FUTURE | : Future Appraisal Company Limited | | |

Regarding the land of the in-progress project, the Company and its subsidiaries provided the valuations performed by independent appraisers and the appraisal company approved by the Office of the Securities and Exchange Commission. The market value method was used for the lands, while the market value method or the residual value method or the replacement cost method was used for the buildings. The appraisal value of each project will be adjusted according to the remaining sales area or additional construction costs as at December 31, 2023. Regarding projects or lands that have not been appraised by the appraiser, currently such land has an insignificant book value, or it is the land that has just received the ownership transfer and is in the process of development. Projects with the appraisal value lower than the book value are caused by hypothetical valuations while it is the vacant land that has not been further developed. However, once the project begins to develop, it will result in an increase in the value of such asset.

## (3) Investment Properties

| Project Name and Location Project Type : (Area : Rai-Ngan-Wa) | Ownership by | Book Value as at 31 Dec 2023 (Million Baht) | Appraisal Value (Million Baht) | Obligations (Mortgage) | Mortgage Limit (Million Baht) | Appraised By/ Date of Appraisal |
|---|---|---|---|---|---|---|
| 1. Supalai Grand Tower - RAMA 3 Office for rent : (4-1-92) | SPALI | 759 | 1,725 | - | - | SIAM IMPERIAL 22/12/23 |
| 2. Supalai Wellness Valley - Saraburi Land and Construction: (24-2-90) | SPALI | 54 | 95 | - | - | AREA 18/12/23 |
| 3. Supalai Pasak Resort & Spa Land and Construction: (41-1-7) | SPALI | 25 | 124 | - | - | AREA 18/12/23 |
| 4. Shopping Complex and flea market - Haadyai Land and Construction: (13-3-18.6) | HN | 329 | 806 | Financial institution | 10 | AREA 06/01/24 |

# Attachment 5 : Corporate Governance Policy

The Board of Directors of Supalai Public Company Limited realize the importance of corporate governance and responsibilities to the society in the belief that good corporate governance will be a key element in enabling its business to achieve success. It will also create confidence that there is efficient management system with transparency and accountability to ensure confidence of shareholders, investors, stakeholders and all parties concerned, which will contribute to sustainable growth with quality and add value to the business.

The Board of Directors understands its roles, duties and responsibilities to the shareholders, as well as various parties concerned and is determined to conduct business under good corporate governance code principles (CG Code 2017) in accordance with good practices or regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission, Thailand as well as other concerned regulations.

In addition, the Board of Directors has adopted and reviewed the policies including their implementation on part relating to 4 chapters of corporate governance, which consist of the following:

1. Rights and Equitable Treatment of Shareholders
2. Role of Stakeholders and Business Sustainability
3. Disclosure and Transparency
4. Board Responsibilities

This cover 8 Practices as follows: 1) Establish Clear Leadership Role and Responsibilities of the Board 2) Define Objectives that Promote Sustainable Value Creation 3) Strengthen Board Effectiveness 4) Ensure Effective CEO and People Management 5) Nurture Innovation and Responsible Business 6) Strengthen Effective Risk Management and Internal Control 7) Ensure Disclosure and Financial Integrity 8) Ensure Engagement and Communication with Shareholders.

The corporate governance policy, corporate governance guidelines, and Code of Conduct for directors, executives and employees are disclosed in full version on the Company's website (www.supalai.com) and the Company's intranet. In addition, the Code of Conduct in brief and cartoon version is also prepared to communicate and understand easily. Scan the QR code attached below.

# Attachment 6 : Report of the Audit Committee

## To Shareholders

The Audit Committee of the Company comprises 3 independent directors who are experts with experiences in finance, immovable property business and organizational management. Mr.Anant Gatepithaya is the Chairman, while Assistant Professor Aswin Bijayayodhin and Associate Professor Dr.Somjai Phagaphasvivat are members. All members of the Audit Committee have the qualifications as specified by the Securities and Exchange Commission, Thailand.

The Audit Committee performs the duties as assigned by the Board of Directors of the Company, that is, to assist the Board of Directors in supervising the business operations. In 2023, the Audit Committee has performed its responsibilities in accordance with good corporate governance and provided adequate risk management and internal control and efficient and effective internal audit and the Audit Committee Charter approved by the Board of Directors, which were in accordance with the Securities and Exchange Commission's best practices. The Audit Committee has performed such responsibilities by exercising its knowledge, ability and carefulness with sufficient independence to ensure that maximum benefits were delivered to stakeholders in an equal manner and reported on its performance to the Board of Directors. It has also informed the Audit Committee of the minutes of each meeting with a total of 12 meetings held in 2023. The Audit Committee has consulted with the executives, the Internal Audit Section and the external auditor on concerned matters. Its duties can be summarized as follows:

### 1. Review of Financial Report and Non-Financial Performance

The Audit Committee has jointly with the executives, the Internal Audit Section and the auditor, reviewed Supalai Public Company Limited's quarterly financial statements as well as its consolidated financial statements of 2023 on a quarterly basis to the independence in performing the duties and the expression of opinion of the auditor. The auditor has also been asked about the correctness and completeness of the financial statements, adjustment of significant accounting items, key audit matters, including accounting estimates, which would have impact on the financial statements, the sufficiency and the appropriateness of the account recording methods and the scope of the audit. Accordingly, the disclosure of information in a correct, complete and sufficient manner with the independence of the auditor ensured that the preparation of financial statements has been made according to the provisions of the laws and accounting standards in line with the Generally Accepted Accounting Principles, the accounting system and the financial statements are, therefore, correct and reliable. In addition, the information has been disclosed in the financial statements sufficiently and timely for the benefits of investors or users of the financial statements.

The Audit Committee has reviewed reports on the operational results of various departments by comparing their plans and their operational results. It has made inquiries on problems, while providing opinions and considerations regarding management guidelines to ensure that the implementation of such guidelines has been made in an appropriate and transparent manner.

## 2. Risk Management Review

The Audit Committee has reviewed risk management, action plans and risk management guidelines in accordance with the principles set out in the Risk Management Policy in order to reduce the potential impact to an acceptable level and has also considered and reviewed the effectiveness and appropriateness of risk management processes arising from internal and external factors of the Company and monitored the progress of key risk management by considering and identifying risk factors that cover the operation and likelihood of impact from risk management. This is to ensure that the Company systematically assesses significant risks and promotes knowledge and understanding for all employees of the organization so that employees at each level acknowledge their roles and duties and are aware of responsibilities for establishing an effective internal control system of the organization, which is an important mechanism for creating value for the business.

## 3. Review of Internal Control System

The Audit Committee has jointly reviewed the internal control system with the auditor, The Secretary of the Audit Committee and the Internal Audit Section every quarter in terms of operation, resource use, property care, error and damage prevention or mitigation, leaks of sensitive information, reliability of financial reports and compliance with laws, regulations and requirements. Such a review has been conducted to assess the sufficiency and suitability of the internal control system in accordance with the internal audit standards and the guidelines prescribed by the Securities and Exchange Commission, Thailand and the Stock Exchange of Thailand in order to cover the monitoring of cybersecurity performance of the Company's information systems. In addition, the Audit Committee continuously raises awareness to promote morality, ethics, code of conduct, anti-corruption and internal control with employees. A cybersecurity awareness test is conducted so that all employees gain knowledge and understanding and are ready to deal with unexpected events in the present. It also considered the audit results according to the approved audit plan and reported the audit results, whereby the management of the Company has monitored and ensured that there were correction and improvement in accordance with the recommendations of the Audit Committee on a continual basis. It shall adjust and improve the internal control system to be in line with changing circumstances. From the internal audit results, there has no weakness or defect in the internal control system which may materially impact business operations of the Company.

In 2023, The Audit Committee is of the opinion that the Company has sufficient and suitable internal control system and risk oversight for business efficiency. In addition, the auditor has assessed the internal control system and not found significant weakness which may have impact on the Company's financial statements.

## 4. Review of Compliance with Business Related Laws

The Audit Committee has reviewed the compliance with the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission's Rule of Practice and other laws related to the business of the Company and found that compliance has been made correctly with related laws. The Audit Committee did not receive any reports from the auditor, allegation from outside, management's information disclosure and internal audit on non-compliance that would significantly affect the Company. It could be concluded that the Company has effective control of legal compliance and there is no non-compliance that would significantly affect it.

## 5. Review of Connected Transactions or Transaction which might Contain Conflicts of Interest

The Audit Committee has reviewed connected transactions or those which might contain conflicts of interest. The Audit Committee is of the opinion found that information in these transactions has been thoroughly and sufficiently disclosed. Such information comprises of actual trading transactions which are general and reasonable businesses with no conflict of interest and in compliance with the requirements of the Securities and Exchange Commission, Thailand (SEC) and the Stock Exchange of Thailand (SET). In 2023, there is no transaction qualified as connected transaction or any possible transaction with conflict of interest that needs approval from the Annual General Meeting.

## 6. Review of Implementation of Anti-Corruption Criteria

The Audit Committee has reviewed the internal control system, including governance of compliance with anti-corruption measures and the establishment of preventive approaches of potential corruption. Channels for complaints and whistleblowing about corruption, misconduct or violation of code of conduct are provided through the Company's website and email address. Anti-corruption promotion and communication activities are also organized. The results of the internal audit showed no significant weaknesses or deficiencies in the internal control system in accordance with anti-corruption measures. The Audit Committee is of the opinion that the Company has the internal control system and Implementation supervision in accordance with appropriate anti-corruption criteria.

## 7. Review of Charters of the Audit Committee and Charters of the Internal Audit Section

The Audit Committee reviewed its Charter to be suitable, in accordance with its newly established duties and responsibilities as well as relevant legal provisions by performing its duties with due care, independence and transparency for maximum benefits of the Company. Accordingly, the Audit Committee was confident that the financial statements of Supalai Public Company Limited and its subsidiaries were correct, reliable and in accordance with generally accepted accounting principles. Also, its financial reporting standards have been adopted according to the risk management as well as effective and sufficient internal control system, while being consistent with relevant laws and official requirements in all respects.

In addition, the Audit Committee has reviewed the Charter of the Internal Audit Section to ensure its suitability and consistency with the responsibilities of the Internal Audit Section as the Charter would be used as operational guidelines. This will also raise awareness of the importance of corporate governance.

## 8. Oversight of Internal Audit

The Audit Committee has tasked with the oversight of the Internal Audit Section, which covers the unit's key operations, scope of duties and responsibilities as well as its independence in performing audit, the organizational and workforce management. The Audit Committee reviews and approves an annual audit plan established in accordance with risk assessment results from various departments while providing operational advice to the Internal Audit Section on an ongoing basis. This is to ensure that internal auditing has been conducted in compliance with international standards, compliance with sustainability guidelines and the professional practice framework for enhanced efficiency. In addition, the Audit Committee keeps track of corrective actions with a focus on significant issues in audit reports. In summary, the Audit Committee found that the Company has implemented the internal audit system and information management in a sufficient, suitable and effective manner. The Internal Audit Section has been able to perform its duties independently while offering consultation information which have contributed to the Company's effective decision making to improve business efficiency.

## 9. Consideration to Appoint the Auditor and Auditing Fee

The Audit Committee considered selecting and proposing to appoint the auditor and determine the auditing fee for the year 2023 by taking into consideration the performance of the previous year of the auditor in compliance with the assessment criteria of the Company in terms of the auditor's qualifications, independence in performing duties, quality and standards of work, which are satisfactory and the auditor has possessed the qualifications in line with the Notification of the Securities and Exchange Commission, Thailand and the Stock Exchange of Thailand (SET). The Audit Committee, therefore, had proposed to the Board of Directors to nominate to the Annual General Meeting of Shareholders to further appoint EY Office Limited as auditor of the Company and its subsidiaries as well as the annual and quarterly auditing fee and the consolidated financial statements of 2023 in the amount of million 2.65 Baht.

In conclusion, the Audit Committee has performed its duties and responsibilities specified in the Charter by using knowledge, skills, duty of care and sufficient independence and also expressing opinions and suggestions for the benefit of all stakeholders equally. The Audit Committee deems that the Company's financial statements are accurate, reliable and compliant with generally accepted accounting standards with adequate and timely disclosure. In addition, operations are performed in accordance with the requirements relating to business operations and the good internal control system and risk management are provided by monitoring new situations and risks to be prepared for new potential risks in the present and in the future. The internal control system is provided sufficiently and appropriately for business operations.

**(Mr.Anant Gatepithaya)**

Chairman of the Audit Committee

# Attachment 7 : GRI Content Index

| GRI Standard | Disclosure | | Page Number | Omission / Remark |
|---|---|---|---|---|
| **GENERAL DISCLOSURES** | | | | |
| GRI 102 : General Disclosures 2016 | 102-1 | Name of the organization | 16-17 | - |
| | 102-2 | Activities, brands, products, and services | 20-83 | - |
| | 102-3 | Location of headquarters | 45-83, 380 | Refer to Annual Report on Content : General Information and Announcement and Corporate Profile |
| | 102-4 | Location of operations | 45-83, 380 | Refer to Annual Report on Content : Corporate Profile |
| | 102-5 | Ownership and legal form | 115-118 | Refer to Annual Report on Content : Shareholding Structure of the Group of Companies |
| | 102-6 | Markets served | 45-60 | Refer to Annual Report on Content : Corporate Profile |
| | 102-7 | Scale of the organization | 115-118 | Refer to Annual Report on Content : Shareholding Structure of the Group of Companies |
| | 102-8 | Information on employees and other workers | 301-302 | Refer to Annual Report on Content : Respect for human rights and fair labor treatment |
| | 102-9 | Supply chain | 201, 254-270 | Refer to Annual Report on Content : Managing stakeholder impacts in the business value chain (Supalai's value chain) |
| | 102-10 | Significant changes to the organization And its supply chain | 202-216 395-398 | Refer to Annual Report on Content : Corporate Profile |
| | 102-11 | Precautionary principle or approach | 124-155, 160-168 | Refer to Annual Report on Content : Driving Business Towards Sustainability (Organizational Sustainability Management Goals) |
| | 102-12 | External initiatives | 156-168, 217-341, 600-609 | Refer to Annual Report on Content : Sustainability Management in Environmental Dimensions, Sales and Marketing Innovation Management (Supalai Sabai Application) |

| GRI Standard | Disclosure | | Page Number | Omission / Remark |
|---|---|---|---|---|
| | 102-13 | Membership of associations | 512-513 | Refer to Annual Report on Content : Monitoring Compliance with Policies and Practices on Corporate Governance (Disclosure of anti-corruption practices) |
| | 102-14 | Statement from senior decision-maker | 13-14, 157, 159, 217, 245-247 | Refer to Annual Report on Content : Message from the Chairman of the Board of Directors, Message from the executive on organization sustainability dimension, Driving Business Towards Sustainability |
| | 102-15 | Key impacts, risks, and opportunities | 124-128, 159, 169-172 | Refer to Annual Report on Content : Risk Management, Driving Business Towards Sustainability, Driving Business Towards Sustainability |
| | 102-16 | Values, principles, standards, and norms of behavior | 16-19, 160-168, 248-253, 520-522 | Refer to Annual Report on Content : Organizational Structure and Operation of the Group of Companies, Organizational Sustainable Management Goals, Social Management Goals, Guidelines for Monitoring and Evaluating Compliance with Anti-corruption Measures |
| | 102-17 | Mechanisms for advice and concerns about ethics | 395-398, 420-426 | Refer to Annual Report on Content : Taking into account the role of stakeholders and business development for sustainability |
| | 102-18 | Governance structure | 432 | Refer to Annual Report on Content : Corporate Governance Structure and Significant Information Related to the Board of Directors, Sub-Committees, Executives, Employees and Others |

| GRI Standard | Disclosure | | Page Number | Omission / Remark |
|---|---|---|---|---|
| | 102-19 | Delegation authority | 441, 447, 460-463, 530-533 | Refer to Annual Report on Content : Details of Sub-committees and Scope of Authorities and Duties (The Corporate Governance and Sustainability Development Committee), Performance of Duties of Sub-committees (The Corporate Governance and Sustainability Development Committee) |
| | 102-20 | Executive-level responsibility for economic, environmental, and social topics | 432, 460-463, 470-471, 530-533 | Refer to Annual Report on Content : Corporate Governance Structure and Significant Information Related to the Board of Directors, Sub-Committees, Executives, Employees and Others, Details of Sub-committees and Scope of Authorities and Duties (The Corporate Governance and Sustainability Development Committee), Executive Committee (The Policy in Providing Remuneration to Executives), Performance of Duties of Sub-committees (The Corporate Governance and Sustainability Development Committee) |
| | 102-21 | Consulting stakeholders on economic, environmental, and social topics | 171 202-216 | - |
| | 102-22 | Composition of the highest governance body and its committees | 460-463, 530-533 | Refer to Annual Report on Content : Details of Sub-committees and Scope of Authorities and Duties (The Corporate Governance and Sustainability Development Committee), Performance of Duties of Sub-committees (The Corporate Governance and Sustainability Development Committee) |

| GRI Standard | Disclosure | | Page Number | Omission / Remark |
|---|---|---|---|---|
| | 102-23 | Chair of the highest governance body | 432-436, 451, 456, 460, 463, 467-469 | Refer to Annual Report on Content : Corporate Governance Structure and Significant Information Related to the Board of Directors, Sub-Committees, Executives, Employees and Others |
| | 102-24 | Nominating and selecting the highest governance body | 460-463 | Refer to Annual Report on Content : Details of Sub-committees and Scope of Authorities and Duties (The Corporate Governance and Sustainability Development Committee) |
| | 102-25 | Conflicts of Interest | 406-408, 499-504, 541-545 | Refer to Annual Report on Content : Information Disclosure and Transparency, Monitoring Compliance with Policies and Practices on Corporate Governance |
| | 102-26 | Role of highest governance body in setting purpose, values, and strategy | 169-171 | Refer to Annual Report on Content : Driving Business Towards Sustainability (Identify Important of sustainability management) |
| | 102-27 | Collective knowledge of highest governance body | 423-425 | Refer to Annual Report on Content : Code of Conduct (Promoting Compliance with the Code of Conduct) |
| | 102-28 | Evaluating the highest governance body's performance | 426 | Refer to Annual Report on Content : Code of Conduct (Monitoring and Evaluation) |
| | 102-29 | Identifying and managing economic,environmental, and social impacts | 124-168, 217-221, 245-247, 342 | Refer to Annual Report on Content : Driving Business Towards Sustainability (Sustainability Management in Environmental Dimensions) |
| | 102-30 | Effectiveness of risk management processes | 131-155 | Refer to Annual Report on Content : Risk Management (Risk Factors to the Company's Business Operation) |
| | 102-31 | Review of economic, environmental, and social topics | 156-200, 217-356 | Refer to Annual Report on Content : Driving Business Towards Sustainability (Social Management Goals), Management Discussion and Analysis |

| GRI Standard | Disclosure | | Page Number | Omission / Remark |
|---|---|---|---|---|
| | 102-32 | Highest governance body's role in sustainability reporting | 159, 460-463 | Refer to Annual Report on Content : Driving Business Towards Sustainability, Details of Sub-committees and Scope of Authorities and Duties (The Corporate Governance and Sustainability Development Committee) |
| | 102-33 | Communicating critical concerns | 124-155, 395-398, 420-425, 505-522 | - |
| | 102-34 | Nature and total number of critical concerns | 124-155, 395-398, 420-425, 505-522 | - |
| | 102-35 | Remuneration policies | 470-471 | Refer to Annual Report on Content : The Policy in Providing Remuneration to Executives |
| | 102-36 | Process for determining remuneration | 470-471, 492-495 | Refer to Annual Report on Content : The Policy in Providing Remuneration to Executives, Remuneration Policy for Directors |
| | 102-37 | Stakeholders' involvement in remuneration | 492-495 | Refer to Annual Report on Content : Remuneration Policy for Directors |
| | 102-38 | Annual total Compensation Ratio | 495 | Refer to Annual Report on Content : Meeting Attendance and Remuneration of Individual Directors (Financial Compensation for Executive Board Members of fiscal year) |
| | 102-39 | Percentage increase in annual total compensation Ratio | 495 | Refer to Annual Report on Content : Meeting Attendance and Remuneration of Individual Directors (Financial Compensation for Executive Board Members of fiscal year) |
| | 102-40 | List of stakeholder groups | 202-216 | - |
| | 102-41 | Collective bargaining agreements | 202-216 | - |

| GRI Standard | Disclosure | | Page Number | Omission / Remark |
|---|---|---|---|---|
| | 102-42 | Identifying and selecting stakeholders | 202-216 | - |
| | 102-43 | Approach to stakeholder engagement | 202-216 | - |
| | 102-44 | Key topics and concerns raised | 202-216 | - |
| | 102-45 | Entities included in the consolidated financial statements | 169-200 | - |
| | 102-46 | Defining report content and topic boundaries | 169-200 | - |
| | 102-47 | List of material topics | 171 | - |
| | 102-48 | Restatements of information | 169-172 | - |
| | 102-49 | Changes in reporting | 169-172 | - |
| | 102-50 | Reporting period | 169-172 | - |
| | 102-51 | Date of most recent report | 169-172 | - |
| | 102-52 | Reporting cycle | 169-172 | - |
| | 102-53 | Contact point for questions regarding the report | 169-172 | - |
| | 102-54 | Claims of reporting in accordance with the GRI Standards | 200 | - |
| | 102-55 | GRI content index | 600-609 | - |
| | 102-56 | External assurance | - | No external assurance of report |
| **MATERIAL TOPICS** | | | | |
| **ANTI-CORRUPTION** | | | | |
| GRI 103 : Management Approach 2016 | 103-1 | Explanation of the material topic and It Boundary | 169-200 | - |
| | 103-2 | The management approach and Its components | 505-522 | - |
| | 103-3 | Evaluation of the management approach | 505-522 | - |
| GRI 205 : Anti-corruption 2016 | 205-1 | Operations assessed for risks related to Corruption | 151, 427-431, 463-466, 505-522 | Refer to Annual Report on Content : Risk Factors to the Company's Business Operation (Corruption), Major Changes and Development of Policies, Practices and Corporate Governance System in the Previous Year, Details of Sub-committees and Scope of Authorities and Duties (The Risk Management Committee) |

| GRI Standard | Disclosure | | Page Number | Omission / Remark |
|---|---|---|---|---|
| | 205-2 | Communication and training about Anti-corruption policies and procedures | 499-522 | Refer to Annual Report on Content : Monitoring Compliance with Policies and Practices on Corporate Governance, Provision of Knowledge on Anti-corruption Measures |
| | 205-3 | Confirmed incidents of corruption and Actions taken | 505-522 | Refer to Annual Report on Content : Guidelines for Monitoring and Evaluating Compliance with Anti-corruption Measures |
| **ANTI-COMPETITIVE BEHAVIOR** | | | | |
| GRI 206 : Anti-competitive behavior 2016 | 206-1 | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | 499-508 | Refer to Annual Report on Content : Monitoring Compliance with Policies and Practices on Corporate Governance |
| **EMPLOYMENT** | | | | |
| GRI 103 : Management Approach 2016 | 103-1 | Explanation of the material topic and It Boundary | 169-200 | - |
| | 103-2 | The management approach and Its components | 297-318 | - |
| | 103-3 | Evaluation of the management approach | 297-332 | - |
| GRI 401 : Employment 2016 | 401-1 | New employee hires and employee turnover | 301-302 | - |
| | 401-2 | Benefits provided to full-time employees That are not provided to temporary or Part-time employees | 302 | - |
| | 401-3 | Parental leave | 302 | - |
| **OCCUPATIONAL HEALTH AND SAFETY** | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and Its Boundary | 169-200 | - |
| | 103-2 | The management approach and Its components | 333-341 | - |
| | 103-3 | Evaluation of the management approach | 333-341 | - |

| GRI Standard | Disclosure | | Page Number | Omission / Remark |
|---|---|---|---|---|
| GRI 403 : Occupational Health and Safety 2016 | 403-2 | Types of injury and rates of injury, Occupational diseases, lost days, And absenteeism, and number of Work-related fatalities | 335-336 | - |
| | 403-3 | Workers with high incidence or high risk of Diseases related to their occupation | 335-336 | - |
| | 403-4 | Health and safety topics covered in formal Agreements with trade unions | 333-341 | - |
| **TRAINING AND EDUCATION** | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and Its Boundary | 169-200 | - |
| | 103-2 | The management approach and Its components | 319-332 | - |
| | 103-3 | Evaluation of the management approach | 319-332 | - |
| GRI 404: Training and Education 2016 | 404-1 | Average hours of training per year Per employee | 323 | - |
| | 404-2 | Programs for upgrading employee skills And transition assistance programs | 319-332 | - |
| | 404-3 | Percentage of employees receiving Regular performance and career Development reviews | 323 | - |
| **LOCAL COMMUNITIES** | | | | |
| GRI 103 : Management Approach 2016 | 103-1 | Explanation of the material topic and Its Boundary | 169-200 | - |
| | 103-2 | The management approach and Its components | 222-227 | - |
| | 103-3 | Evaluation of the management approach | 222-227 | - |
| GRI 413 : Local Communities 2016 | 413-1 | Operations with local community engagement, impact assessments, and development programs | 222-227 | - |
| | 413-2 | Operations with significant actual and Potential negative impacts on local communities | 222-227 | - |

| GRI Standard | Disclosure | | Page Number | Omission / Remark |
|---|---|---|---|---|
| **ADDITIONAL TOPICS** | | | | |
| **SUPPLY CHAIN MANAGEMENT** | | | | |
| GRI 204 : Procurement Practices 2016 | 204-1 | Proportion of spending on local suppliers | 254 | - |
| GRI 308 : Supplier Environmental Assessment2016 | 308-1 | New suppliers that were screened using Environmental criteria | 297-300, 351 | - |
| GRI 414 : Supplier Social Assessment 2016 | 414-1 | New suppliers that were screened using Social criteria | 297-300, 351 | - |
| **ENVIRONMENT IMPACT OF PROJECT DEVELOPMENT** | | | | |
| GRI 301 : Materials 2016 | 301-1 | Materials used by weight or volume | 222-227 | - |
| GRI 302 : Energy 2016 | 302-1 | Energy consumption within The organization | 222-227 | - |
| GRI 303 : Water 2016 | 303-1 | Water withdrawal by source | 222-227 | - |
| GRI 307 : Environmental Compliance 2016 | 307-1 | Non-compliance with environmental laws And regulations | 222-227 | - |
| **LOW CARBON SOCIETY** | | | | |
| GRI 302 : Energy 2016 | 302-1 | Energy consumption within The organization | 218-221, 228-240 | - |
| GRI 305 : Emissions 2016 | 305-1 | Direct (Scope 1) GHG emissions | 218-221, 228-240 | - |
| | 305-2 | Energy indirect (Scope 2) GHG emissions | 218-221, 228-240 | - |
| **ECO-FRIENDLY PRODUCT** | | | | |
| GRI 308 : Supplier Environmental Assessment 2016 | 308-2 | Negative environmental impacts in the Supply chain and actions taken | 254-270 | - |
| GRI 416 : Customer Health and Safety 2016 | 416-1 | Assessment of the health and safety Impacts of product and service categories | 254-270, 343-356 | - |
| | 416-2 | Incidents of non-compliance concerning The health and safety impacts of products And services | 254-700 | - |

| GRI Standard | Disclosure | | Page Number | Omission / Remark |
|---|---|---|---|---|
| **CORPORATE SOCIAL INVESTMENT** | | | | |
| GRI 201 : Economic Performance 2016 | 201-1 | Direct economic value generated and distributed | 271-296 | - |
| **DIVERSITY & INCLUSION** | | | | |
| GRI 405 : Diversity and Equal Opportunity 2016 | 405-1 | Diversity of governance bodies and Employees | 300-302 | - |
| | 405-2 | Ratio of basic salary and remuneration of Women to men | 300-302 | - |
| **HUMAN RIGHT** | | | | |
| GRI 406 : Non-discrimination | 406-1 | Incidents of discrimination and corrective Actions taken | 297-318, 333-341 | - |
| GRI 407 : Freedom of Association and Collective Bargaining 2016 | 407-1 | Operations and suppliers in which the right To freedom of association and collective bargaining may be at risk | 201 | - |
| GRI 408 : Child Labor2016 | 408-1 | Operations and suppliers at significant risk For incidents of child labor | 297-302, 318 | - |
| GRI 409 : Forced or Compulsory Labor 2016 | 409-1 | Operations and suppliers at significant risk For incidents of forced or compulsory labor | 201, 297-318, 333-341 | - |
| GRI 410 : Security Practices 2016 | 410-1 | Security personnel trained in human rights policies or procedures | 297-318, 333-341 | - |
| **PUBLIC POLICY** | | | | |
| GRI 415 : PUBLIC POLICY 2016 | 415-1 | Political contributions | 509 | Refer to Annual Report on Content : Monitoring Compliance with Policies and Practices on Corporate Governance (Policy on Political Contribution) |
| **PRODUCT RESPONSIBILITY** | | | | |
| GRI 416 : Customer Health and Safety 2016 | 416-1 | Assessment of the health and safety Impacts of product and service categories | 254-270, 343-356 | - |
| | 416-2 | Incidents of non-compliance concerning The health and safety impacts of products And services | 254-270, 343-356 | - |

# Attachment 8 : Awards and Honors

## Supalai (Public) Company Limited received the following awards in 2023:

### 1. Supalai becomes No. 1, the Best Public Company of the Year 2023 in Property and Construction Industry Category

Supalai (Public) Company Limited won the Best Public Company Award 2023, in Property and Construction Industry 2023 from the ranking of Best Public Companies of The Year 2023 by Money and Banking. The Company's executives, Mr.Tritecha Tangmatitham, Managing Director, and Mrs.Siriporn Wangsapar, Assistant Managing Director of Accounting and Finance (Chief Financial Officer), received such a prestigious award with the ranking result being number 1 in the property and construction industry. This award is based on the business fundamental analysis of companies listed on the Stock Exchange of Thailand that have the highest stock market value in the top 300 and have excellent overall operating results in 2022.

## 2. Supalai condominium won the Building Energy Code Award at Very Good Level

**Supalai (Public) Company Limited won the award, "Building Energy Code 2022"** (BEC Awards 2022) at a very good level in the condominium category from the Department of Alternative Energy Development and Efficiency, Ministry of Energy. The Company passed the Building Energy Code (BEC) standard which is designed for energy conservation for 2 condominium projects, namely **Supalai City Resort Sukhumvit 107**, Building 3, with a saving effect of 52.78% and **Supalai Lite Thapra-Wongwian Yai** with a saving effect of 56.43%, due to the use of building materials contributing to energy conservation, Green roof and the use of high-efficiency electrical equipment.

**Mr.Peeranat Khumchat and Mr.Chalothorn Siripattarapravat, Managers of the Department of Creative and Product Development Department of Supalai (Public) Company Limited,** were representatives of the Company to receive the award from **Mr.Prasert Sinsukprasert, Director-General of Department of Alternative Energy Development and Efficiency** at Kathaleeya Room, Rama Gardens Hotel, Bangkok on August 4, 2023.

From 2018 until now, Supalai (Public) Company Limited has submitted condominium drawings for assessment. More than 10 projects received the Building Energy Code continuously from the Department of Alternative Energy Development and Efficiency, which represents the participation in energy conservation and attention to the environment and society for the sustainable development of Supalai (Public) Company Limited.

## 3. Supalai won Best Natural Home Award at LIVINGINSIDER AWARDS 2023, emphasizing its property leadership

**Mr.Chaijak Watanyoo, Senior Director of Creative and Product Development, Supalai (Public) Company Limited**, received the achievement award at **LIVINGINSIDER AWARDS 2023 in the category of BEST NATURAL HOME** from **Supalai Tuscany Donkaew-Maerim** Project. It is one of the awards guaranteeing the professional skill of housing development to construct houses with #GoodStandardSameQuality nationwide. LIVINGINSIDER AWARDS 2023 was held to celebrate performances of "Real estate entrepreneurs and brokers", who performed outstanding performances, in an exclusive celebratory atmosphere at Swissotel Bangkok Ratchada.

**Supalai Tuscany Donkaew-Maerim** in Chiang Mai is one of the Resort Home Projects on the Company's potential plot of land. It is built under the concept of "European Artistry Amidst Hillscape Scenery", reflecting European luxury art, surrounded by mountain scenery inspired by "Tuscany" in Italy. It is characterized by architecture and uniqueness through luxury 2-3 storey single-detached houses, meeting all the requirements with 9 types of houses on the living space of 167-480m² with 3-5 bedrooms, 3-7 bathrooms, 2-4 parking spaces, starting price from 4.99-16 million Baht. The project is shaded by existing large trees, which the Company intends to preserve all the trees in that area. This creates a special tree tunnel and a view of Doi Suthep through the shade of large trees that are difficult to see in other residential projects.

## 4. Supalai, Thailand's leading real estate company, named Best Under A Billion in Asia 2023 by Forbes Asia

**Supalai (Public) Company Limited** has been named in the list of **Forbes Asia's Best Under A Billion 2023**. The Company is one of 11 companies in Thailand being listed in such a ranking among the selection of 200 small and medium-sized public companies in the Asia-Pacific region with revenue of below US$1 billion. The Company succeeded beyond expectations, although it encountered inflation and rising financial costs. This is measured by profitability, continuous growth rate, and future business opportunities.

## 5. Supalai received the award, "Commendation letter for assistance to the Forest Department"

**Supalai (Public) Company Limited** by **Ms.Krisana Ongartnarong, Manager of Human Resources Department**, received the award, "Commendation letter for assistance to the Forest Department" from **Mr.Phichit Sombatmak, Deputy Permanent Secretary of the Ministry of Natural Resources and Environment** in the category of Community Forest Promotion and Development on the occasion of the 127th establishment anniversary of the Forest Department, falling on September 18, every year.

The Company participated in the protection of forest resources in terms of restoration and development. It is one of the private sectors participating in the Care the Wild project of the Stock Exchange of Thailand to support tree planting activities in community forest areas. From 2022 until now, the Company has developed community forests and planted more than 4,000 trees on 20 Rai of land in the community forest of Ban Khok Pluang, Chakkarat District, Nakhon Ratchasima Province, which will be rich in perennial and edible plants, such as black rosewood, Siamese rosewood, Burma padauk, Indian gooseberry, cassia tree, Dendrocalamus sericeus. When all the trees on 20 Rai of land grow, it can help absorb greenhouse gases of 36,000 kg $CO_2$e per year.

## 6. Supalai received 2 FIABCI-Thai Prix D' Excellence Awards for 5 consecutive years

**Mr.Chaijak Wathanyoo, Senior Director of the Creative and Product Development Department**, was the representative to receive 2 global honorable awards at the **FIABCI - Thai Prix D' Excellence Awards 2023** for 5 consecutive years, organized by the International Real Estate Federation. The award-winning projects are: **Supalai Blue Whale Hua Hin**, receiving the Outstanding Real Estate Award in the category of Condominium, and **Supalai Grand Essence @Thapra Interchange**, receiving the Outstanding Real Estate Award in the category of low-rise housing. These are the prestigious awards of the international real estate industry that have been judged by a panel of judges who are leading persons from both domestic and international real estate industries. This reinforces the uniqueness of Supalai projects that focus on studying the needs of residents in order to create house and condominium designs that meet the ever-changing lifestyles of residents.

The Company is committed to developing a real estate business based on real life under the international standard, ISO 9001:2015. This honorary award is considered to reinforce the image and creative housing innovation and quality projects to achieve houses and condominiums with #GoodStandardSameQuality nationwide.

## 7. Supalai continues receiving 3 awards from Energy Saving Label No. 5 Project, guaranteeing a leader in developing energy-efficient homes

**Supalai (Public) Company Limited won 3 awards in a row. Its construction drawings of 3 types of houses in 2 projects passed the evaluation criteria of the Energy Efficiency Rating Label Project** (Energy Saving Label No. 5) **in the category of residential house**, including Supalak and Suparudee House in Supalai Pride Wongwaen - Rama 2, and Supamanthira House in Supalai Lake Ville Srisaman-Pathumthani. Mr.Chatri Kiatjaroonsiri, Head of Creative and Product Development Department, is a representative to receive the award at the opening ceremony of the 30th Anniversary of Electricity Consumption Management, Electricity Generating Authority of Thailand (EGAT).

It is a prestigious award that guarantees the skill of energy-saving and environmentally conscious housing development which the Company has always emphasized. It has an energy-efficient home design that can be exposed to natural light and wind, using environmentally friendly materials, including electrical appliances with an energy-saving label No. 5, which helps reduce the electricity bills for customers. In addition, this award is also a major encouragement to the Supalai team, who is committed to developing energy-efficient and environmentally sustainable housing projects.

## 8. Supalai won AA rating for sustainable stocks in 2023, representing its real estate business operations in accordance with ESG concept

**Supalai (Public) Company Limited has been awarded the "AA Sustainable Stock" rating for 2023 (SET ESG Ratings : AA) from the Stock Exchange of Thailand**, reflecting its business policy toward, environmental, social, governance (ESG) sustainability. It is a part of its business processes and clear management guidelines to represent the ability to create business opportunities and benefits for shareholders and all sectors of society.

This year, the Company was selected as one of 193 sustainable equity companies in the group of listed companies with market capitalization between 30,000 - 100,000 million Baht in the Real Estate and Construction Business Group.

## 9. Supalai won BCI Asia Top 10 Developers Awards 2023 for 13 consecutive years, representing its Asia's leading real estate leadership

**Supalai (Public) Company Limited by Mr.Chaijak Watanyoo, Senior Director of Creative and Product Development Department**, received Asia's big award with **BCI ASIA AWARDS 2023** in the category of **Top 10 developers of Thailand**. Which was given to 2 projects: **Supalai Primo Thep Kasatri & Sri Sunthon Heroines Monument Phuket and Supalai Blue Whale Hua Hin**.

This honorable award is to celebrate the world-class real estate developers and architects who are committed to the development of design and construction. It was judged by the outstanding nature of the project, which is important for driving Thailand's economy to have the potential and credibility to attract investors to invest in the country. It also takes into account the impact on the environment.

The **BCI ASIA AWARDS 2023** is the pride and represents the outstanding nature of Supalai to be a leading real estate developer in Asia, which designs and develops innovative homes by understanding the trends and lifestyles of residents to create perfect quality homes and condominiums with design and functions meeting international standards.

## 10. Supalai received the "Excellent" rating for 11 consecutive years from the Corporate Governance Survey of Listed Companies in 2023

**Supalai (Public) Company Limited** was awarded the **5-star "Excellent" rating for 11 consecutive years** according to the results of the Corporate Governance Survey of Listed Companies in 2023 operated by the **Thai Institute of Directors Association** with the support of the Stock Exchange of Thailand and the Securities and Exchange Commission. This reflected the Company's business operations focusing on continuously developing good corporate governance along with business operations for sustainable growth.

## 11. Supalai won "CAC Change Agent Award 2023" for 2 consecutive years

**Supalai (Public) Company Limited by Mr.Anant Gatepithaya, Chairman of the Audit Committee**, received the **"CAC Change Agent Award 2023" for 2 consecutive years** and delivered a speech when receiving the award at the **CAC NATIONAL CONFERENCE 2023 "Trilateral Collaboration, Building Strength for Sustainability"** from the Thai Private Sector Collective Action Against Corruption (CAC). This represents and shows that the Company's business operations are based on good governance and transparency and create a good corporate governance foundation for Thailand. SME suppliers are invited to sign a declaration of intent with the CAC Project to enhance business operations with suppliers to promote their potential and capability, create a supply chain in line with the goals of sustainable corporate development, along with taking into account responsibility to all stakeholders.

## 12. "Green Residence", 8 Supalai house designs won a plaque, guaranteeing energy-saving homes

**Supalai (Public) Company Limited** by **Mr.Sirawith Kamglin, Assistant Manager of the Low-rise Architecture Division, Creative and Product Development Department received 8 plaques from the Promotion of Energy Efficiency Standards of Residential Home Project** from the Department of Alternative Energy Development and Efficiency, Ministry of Energy. The latest 2 house designs, Supathanat and Supathanont, received plaques in the very good category. The other 6 house designs in the Tropical Modern series, namely Supamontira, Supakan, Suparacha Suparutai, Supachittra, and Supakrit, received plaques in the Outstanding Category. All 8 house designs passed the criteria of the energy-saving house design contest in terms of design concept, architecture, engineering, and other aspects, such as the usefulness of public information or design concepts to support renewable energy technology and better quality of life in the future.

**Supalai houses across the country are all functional and designed as energy-saving homes where they are exposed to natural light and wind. The Company also chooses environmentally friendly materials and electrical appliances with energy-saving label No. 5, which will not only help reduce energy consumption and greenhouse gas emissions to our planet, but also significantly reduce the cost burden on residents.**

## 13. Luxury Segment, Supalai Elegance Borommaratchachonnani 121 won Thailand Energy Award 2023

**Supalai (Public) Company Limited** by **Mr.Chaijak Watanyoo, Senior Director of Creative and Product Development Department**, received the award from the **Thailand Energy Award 2023** contest organized by the Department of Alternative Energy Development and Efficiency (DEDE) to recognize business operators who contribute to energy conservation and serve as role models for various organizations. Chaired by Mr.Prasert Sinsukprasert, Permanent Secretary of the Ministry of Energy, the Supalai Elegance Borommaratchachonnani 121 project received an outstanding award for energy conservation in the category of residential houses. The housing project is based on the design concepts taking into account environmental impact reduction and energy saving. Under the concept of Green Design, the project has designed the housing in accordance with the surrounding environment from project planning, landscaping, clubhouse design to home design with a focus on environment, energy management, application of innovations for energy conservation, safety, and comfort of living, including the use of energy-efficient materials to reduce global warming, save resources and extend the service life of materials.

## 14. Supalai won Sustainability Disclosure Recognition 2023 for 5 consecutive years

**Supalai (Public) Company Limited** reaffirmed its vision to be a leader in sustainable real estate development by contributing to social and environmental development, guaranteed by receiving **the Sustainability Disclosure Recognition Award for 5 consecutive years** at the 2023 Sustainability Disclosure Recognition Award organized by Thaipat Institute.

The award was presented by Ms.Veraya Preeyapan, Director of the Sustainability Disclosure Community, at the Bangkok Art and Culture Centre. Such an award is based on the Company's sustainability disclosure operations, covering economic, social, and environmental, that are beneficial to stakeholders and the development of the organization toward long-term sustainability.

# SUPALAI

## Quality Project

Supalai Elegance
Phaholyothin 50

Supalai Lake Ville
Srisaman-Pathumthani

Supalai Prima Villa
@ Tha Thon-Asia Line

Supalai Grand Ville
Sankamphaeng

Supalai Essence
Song Prapa-Don muang

Supalai Essence
Ang-sila

Supalai Palm Springs
Nakhon Ratchasima

Supalai Palmsprings
Outer Ring-Lamlukka

Supalai Park Ville
Ramkhamhaeng 174

Supalai Lake & River Ville
Nakhon Sawan

Supalai Palm Ville
Bangkhaem-Nakhonpathom

Supalai Palm Ville
Outer Ring-Rangsit Klong 4

Supalai Palm Ville
Chanthaburi

Supalai Ville
Pinklao-Salaya

Supalai Ville
Bangsaen-Sukhumvit

Supalai Ville
Ratsada Phuket

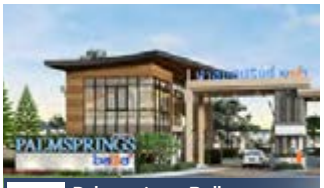
Supalai Ville
Phetkasem-Phutthasakhon

Supalai Ville
Lamphun

Supalai Ville
Samphran-Phetkasem

Supalai Bella
Vichit Phuket

Supalai Bella
Nakhu-Chachoengsao



Palmsprings Bella
@ Khlong Hae-Hat Yai

Palmsprings Bright
@ Airport - Hat Yai

Supalai Parc
Ekkamai-Pattanakarn

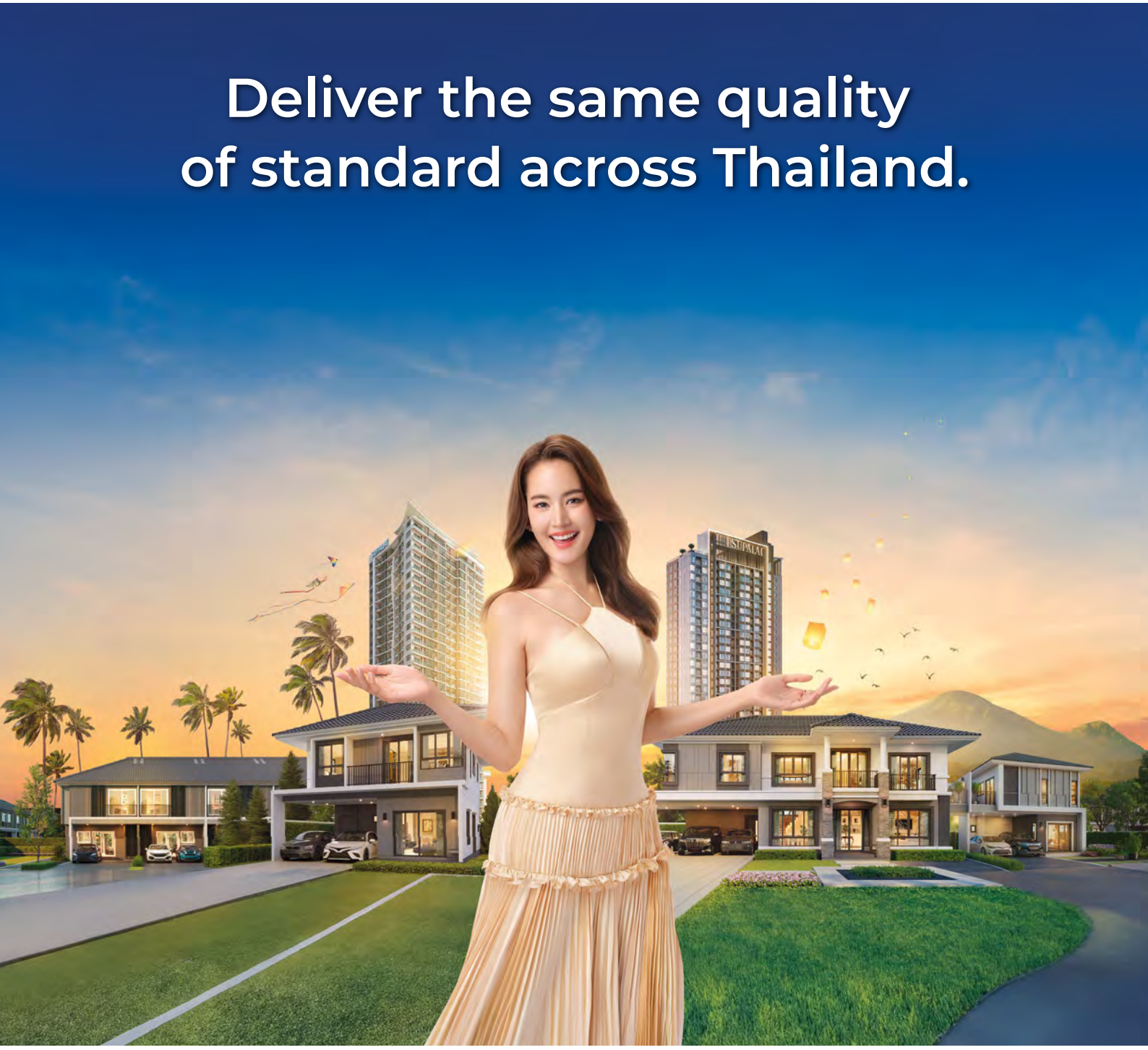
City Home
Sanambinnam-Rattanathibet

Supalai Sense
Srinakarin

Supalai Public Company Limited
Registration NO. 0107535000303
1011 Supalai Grand Tower Building, Rama III Road,
Chong Nonsi, Yannawa, Bangkok 10120 Thailand
Phone : +66 2725 8888

SUPALAI

SUPALAI




Annual Registration Statement / Annual Report 2023
(Form 56-1 One Report)

**Financial Report**

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## REPORT ON THE BOARD OF DIRECTOR'S RESPONSIBILITY FOR FINANCIAL REPORT

The Board of Directors is responsible for financial statements of Supalai Public Company Limited and the consolidated financial statements of Supalai Public Company Limited and its subsidiaries including the information technology regarding financial matters appear in the annual report. The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Profession Act B.E. 2004, and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act B.E. 1992, in addition, their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development dated 28 September 2011, issued under the Accounting Act B.E. 2000., whereby appropriate accounting policies have been utilized and implemented on a continual basis with careful discretion and best practice for the forecast. Also, important information has been sufficiently disclosed in the notes to financial statements in order to be transparent and beneficial to shareholders and general investors.

The Board of Director has provided suitable and efficient internal control system to reasonably assure that the accounting information is correct, complete, adequate and timely in order to maintain the property and prevent dishonest act or adverse act in material matters. It has also appointed the Audit Committee comprising independent directors who perform supervisory duties and review accounting policies and quality of financial reports, internal control system and the internal audit procedures to be efficient. The opinions of the Audit Committee on the above-mentioned matters are as appear in the report of the Audit Committee as presented in the annual report.

The financial statements of the Company and the consolidated financial statements of the Company and its subsidiaries have been audited by an independent certified public accountant, which was EY Office Limited. For the audit, the Board of Directors has provided information and documents in order for the auditor to be able to perform the auditing work and express opinions according to the accounting standards. Such opinions of the auditor appear without qualifying in the report of the auditor as presented in the annual report.

The Board of Directors is of the opinion that the overall internal control system of the Company has maintained an effective internal control at an adequate and appropriate level of protection and created reasonable confidence that the financial statements of Supalai Public Company Limited and the consolidated financial statements of Supalai Public Company Limited and its subsidiaries for the year ended 31 December 2023 are reliable, true and fairness in all material respects and have been prepared in accordance with Thai Financial Reporting standards and relevant laws and regulations.

(Dr. Prateep Tangmatitham)
Chairman of the Board of Director
Supalai Public Company Limited

## Independent Auditor's Report

To the Shareholders of Supalai Public Company Limited

### Opinion

I have audited the accompanying consolidated financial statements of Supalai Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2023, and the related consolidated statements of income, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of Supalai Public Company Limited for the same period.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Supalai Public Company Limited and its subsidiaries and of Supalai Public Company Limited as at 31 December 2023, their 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 Group in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

**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 year. 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 matter and how audit procedures respond for each matter are described below.

*Revenue recognition from sales of real estate*

The amount of revenue from sales of real estate is highly significant. In addition, the Group has variety of sales conditions. Recording of revenue recognition and presentation in the financial statements in accordance with the Thai Financial Reporting Standards are important as they directly affect the operating results which are interested by the users of the financial statements.

I assessed and tested the effectiveness of the Group's internal controls relating to the revenue cycle, on a sampling basis, examined sale transactions during the year and supporting documents such as sales contracts and ownership transfer documents etc., expanded the audit scope of sale transactions near the end of the reporting period with respect to the accuracy and timing of revenue recognition. I also performed analytical procedures on disaggregated data, including reconciliation of sales to cash receipts, to detect possible irregularities in sale transactions throughout the period, particularly accounting entries made through journal vouchers.

**Other Information**

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group 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 Group, 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 Group'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 Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group'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 Group'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 Group'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 Group 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

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 year 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.

Krongkaew Limkittikul
Certified Public Accountant (Thailand) No. 5874

EY Office Limited
Bangkok: 20 February 2024

**Supalai Public Company Limited and its subsidiaries**

**Statement of financial position**

**As at 31 December 2023**

(Unit: Baht)

| | Note | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|---|
| | | 2023 | 2022 | 2023 | 2022 |
| **Assets** | | | | | |
| **Current assets** | | | | | |
| Cash and cash equivalents | | 4,710,918,512 | 1,314,835,216 | 527,675,944 | 450,535,091 |
| Trade and other receivables | | 60,431,558 | 38,416,482 | 141,329,212 | 68,433,208 |
| Dividend receivable from subsidiaries | *6* | - | - | 113,359,450 | 75,023,950 |
| Short-term loans to subsidiaries and interest receivables | *6* | - | - | 281,123,933 | 379,843,287 |
| Property development costs | *7* | 71,125,304,872 | 65,675,185,661 | 62,044,811,762 | 56,990,419,716 |
| Deposits for land purchase | | 698,825,380 | 679,948,609 | 386,115,125 | 347,826,717 |
| Advance payment for construction materials | | 112,563,644 | 120,076,150 | 112,563,644 | 120,076,149 |
| Current portion of cost to obtain contracts with customers | | 76,688,039 | 88,016,123 | 51,567,035 | 63,902,811 |
| Other current financial assets | *8* | 427,181,077 | 667,085,143 | - | 167,217,385 |
| Other current assets | | 522,369,578 | 509,552,979 | 363,890,800 | 374,441,275 |
| **Total current assets** | | 77,734,282,660 | 69,093,116,363 | 64,022,436,905 | 59,037,719,589 |
| **Non-current assets** | | | | | |
| Long-term loans to related parties and interest receivables | *6* | 1,219,914,653 | 1,247,313,661 | - | - |
| Other non-current financial assets | *8* | 4,126,794,376 | 6,500,851,865 | 3,460,130,251 | 5,581,116,032 |
| Advance payment for investment | *9* | - | - | 1,129,108,800 | - |
| Investments in subsidiaries | *10* | - | - | 10,204,644,403 | 8,740,630,303 |
| Investments in joint ventures and associates | *11, 12* | 1,255,507,194 | 1,114,876,944 | - | - |
| Investment properties | *13* | 1,071,732,669 | 1,137,320,487 | 728,932,546 | 768,706,669 |
| Property, building and equipment | *14* | 387,618,024 | 389,305,057 | 268,483,928 | 262,015,780 |
| Goodwill | | 88,118,199 | 87,816,013 | - | - |
| Intangible assets | *15* | 77,278,740 | 78,472,387 | 67,509,414 | 67,755,605 |
| Deferred tax assets | *25* | 130,228,862 | 235,647,295 | 80,575,855 | 203,146,996 |
| Cost to obtain contracts with customers, net of current portion | | 2,608,631 | 12,401,045 | 2,608,631 | 12,401,045 |
| Other non-current assets | | 31,637,175 | 26,940,501 | 29,818,841 | 25,317,612 |
| **Total non-current assets** | | 8,391,438,523 | 10,830,945,255 | 15,971,812,669 | 15,661,090,042 |
| **Total assets** | | 86,125,721,183 | 79,924,061,618 | 79,994,249,574 | 74,698,809,631 |

The accompanying notes are an integral part of the financial statements.

**Supalai Public Company Limited and its subsidiaries**

**Statement of financial position (continued)**

**As at 31 December 2023**

(Unit: Baht)

| | Note | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|---|
| | | 2023 | 2022 | 2023 | 2022 |
| **Liabilities and shareholders' equity** | | | | | |
| **Current liabilities** | | | | | |
| Bills of exchange payable | *16* | 4,968,487,847 | 3,981,572,202 | 4,968,487,847 | 3,981,572,202 |
| Trade and other payables | *6, 17* | 3,191,509,343 | 2,939,178,511 | 2,624,918,777 | 2,308,133,417 |
| Current portion of borrowings: | | | | | |
| - Long-term loans from banks | *18* | 8,522,977,748 | 8,126,731,720 | 8,247,512,423 | 7,940,731,720 |
| - Debentures | *19* | 6,988,480,340 | 8,541,742,993 | 6,988,480,340 | 8,541,742,993 |
| Income tax payable | | 721,216,827 | 1,096,684,770 | 654,461,271 | 1,014,006,626 |
| Deposits and advances received from customers | | 1,446,031,740 | 2,004,133,854 | 1,372,895,963 | 1,964,762,890 |
| Retention guarantees | | 852,559,805 | 712,888,648 | 800,852,670 | 664,610,800 |
| Other current liabilities | | 466,205,421 | 368,644,203 | 378,048,884 | 346,818,448 |
| **Total current liabilities** | | 27,157,469,071 | 27,771,576,901 | 26,035,658,175 | 26,762,379,096 |
| **Non-current liabilities** | | | | | |
| Net of current portion of borrowings: | | | | | |
| - Long-term loans from banks | *18* | - | 69,230,781 | - | - |
| - Debentures | *19* | 6,684,306,963 | 3,816,720,431 | 6,684,306,963 | 3,816,720,431 |
| Provision for long-term employee benefits | *20* | 249,633,372 | 263,671,086 | 223,377,949 | 237,298,977 |
| Deferred tax liabilities | *25* | 343,534,748 | 359,541,838 | - | 19,560,496 |
| Other non-current liabilities | | 226,071,779 | 180,435,673 | 214,723,536 | 170,970,820 |
| **Total non-current liabilities** | | 7,503,546,862 | 4,689,599,809 | 7,122,408,448 | 4,244,550,724 |
| **Total liabilities** | | 34,661,015,933 | 32,461,176,710 | 33,158,066,623 | 31,006,929,820 |

The accompanying notes are an integral part of the financial statements.

**Supalai Public Company Limited and its subsidiaries**

**Statement of financial position (continued)**

**As at 31 December 2023**

(Unit: Baht)

| | Note | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|---|
| | | 2023 | 2022 | 2023 | 2022 |
| **Shareholders' equity** | | | | | |
| Share capital | | | | | |
| Registered | | | | | |
| 1,955,666,261 ordinary shares of Baht 1 each | | 1,955,666,261 | 1,955,666,261 | 1,955,666,261 | 1,955,666,261 |
| Issued and fully paid-up | | | | | |
| 1,953,054,030 ordinary shares of Baht 1 each | | 1,953,054,030 | 1,953,054,030 | 1,953,054,030 | 1,953,054,030 |
| Share premium | | 1,498,995,415 | 1,498,995,415 | 1,498,995,415 | 1,498,995,415 |
| Surplus on change in ownership interests of subsidiaries | | 28,704,883 | 28,287,448 | - | - |
| Treasury share premium | | 61,466,231 | 61,466,231 | - | - |
| Retained earnings | | | | | |
| Appropriated - Statutory reserve | *21* | 214,569,156 | 214,569,156 | 214,569,156 | 214,569,156 |
| Unappropriated | | 47,400,215,809 | 43,886,553,055 | 43,063,392,767 | 40,337,234,916 |
| Other components of shareholders' equity | | (681,879,259) | (1,128,623,103) | 106,171,583 | (311,973,706) |
| Equity attributable to owners of the Company | | 50,475,126,265 | 46,514,302,232 | 46,836,182,951 | 43,691,879,811 |
| Non-controlling interests of the subsidiaries | | 989,578,985 | 948,582,676 | - | - |
| **Total shareholders' equity** | | 51,464,705,250 | 47,462,884,908 | 46,836,182,951 | 43,691,879,811 |
| **Total liabilities and shareholders' equity** | | 86,125,721,183 | 79,924,061,618 | 79,994,249,574 | 74,698,809,631 |

The accompanying notes are an integral part of the financial statements.

**Supalai Public Company Limited and its subsidiaries**

**Income statement**

**For the year ended 31 December 2023**

(Unit: Baht)

| | Note | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|---|
| | | 2023 | 2022 | 2023 | 2022 |
| **Revenues** | | | | | |
| Revenue from sales of real estate | | 30,836,438,893 | 34,221,838,635 | 26,538,741,371 | 31,488,599,183 |
| Revenue from rental and services | | 340,164,851 | 264,028,998 | 206,806,724 | 194,040,284 |
| Other income | *23* | 641,473,075 | 1,014,845,561 | 577,888,016 | 950,504,599 |
| **Total revenues** | | 31,818,076,819 | 35,500,713,194 | 27,323,436,111 | 32,633,144,066 |
| **Expenses** | | | | | |
| Cost of real estate sales | | 19,866,120,830 | 20,890,639,222 | 16,666,892,422 | 19,062,728,766 |
| Cost of rental and services | | 204,574,696 | 178,916,198 | 92,961,337 | 83,882,109 |
| Selling expenses | | 1,963,038,317 | 2,086,924,939 | 1,818,584,699 | 1,986,377,732 |
| Administrative expenses | | 1,894,047,154 | 1,942,466,393 | 1,593,531,323 | 1,638,288,628 |
| **Total expenses** | | 23,927,780,997 | 25,098,946,752 | 20,171,969,781 | 22,771,277,235 |
| **Profit from operating activities** | | 7,890,295,822 | 10,401,766,442 | 7,151,466,330 | 9,861,866,831 |
| Share of profit from investments in joint ventures and associates | *11, 12* | 246,872,474 | 390,476,827 | - | - |
| Finance cost | | (467,393,838) | (276,792,951) | (458,313,076) | (271,491,736) |
| **Profit before income tax expenses** | | 7,669,774,458 | 10,515,450,318 | 6,693,153,254 | 9,590,375,095 |
| Income tax expenses | *25* | (1,586,377,967) | (2,212,138,384) | (1,380,943,392) | (1,968,659,580) |
| **Profit for the year** | | 6,083,396,491 | 8,303,311,934 | 5,312,209,862 | 7,621,715,515 |
| **Profit attributable to:** | | | | | |
| Equity holders of the Company | | 5,989,426,180 | 8,173,261,445 | 5,312,209,862 | 7,621,715,515 |
| Non-controlling interests of the subsidiaries | | 93,970,311 | 130,050,489 | | |
| | | 6,083,396,491 | 8,303,311,934 | | |
| **Earnings per share** | *26* | | | | |
| Basic earnings per share | | | | | |
| Profit attributable to equity holders of the Company | | 3.07 | 4.19 | 2.72 | 3.91 |

The accompanying notes are an integral part of the financial statements.

**Supalai Public Company Limited and its subsidiaries**

**Statement of comprehensive income**

**For the year ended 31 December 2023**

(Unit: Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| **Profit for the year** | 6,083,396,491 | 8,303,311,934 | 5,312,209,862 | 7,621,715,515 |
| **Other comprehensive income:** | | | | |
| *Other comprehensive income to be reclassified* | | | | |
| *to profit or loss in subsequent periods:* | | | | |
| Exchange differences on translation of financial statements | | | | |
| in foreign currency - net of income tax | 66,821,366 | (409,033,721) | - | - |
| Other comprehensive income to be reclassified to | | | | |
| profit or loss in subsequent periods - net of income tax | 66,821,366 | (409,033,721) | - | - |
| *Other comprehensive income not to be reclassified* | | | | |
| *to profit or loss in subsequent periods* | | | | |
| Actuarial gain - net of income tax | 25,241,457 | - | 23,316,407 | - |
| Gain (loss) on changes in value of equity investments | | | | |
| designated at fair value through other comprehensive income | | | | |
| - net of income tax | 701,220,720 | (594,808,212) | 639,278,725 | (420,788,486) |
| Other comprehensive income not to be reclassified to | | | | |
| profit or loss in subsequent periods - net of income tax | 726,462,177 | (594,808,212) | 662,595,132 | (420,788,486) |
| **Other comprehensive income for the year** | 793,283,543 | (1,003,841,933) | 662,595,132 | (420,788,486) |
| **Total comprehensive income for the year** | 6,876,680,034 | 7,299,470,001 | 5,974,804,994 | 7,200,927,029 |
| **Total comprehensive income attributable to:** | | | | |
| Equity holders of the Company | 6,790,908,452 | 7,170,391,121 | 5,974,804,994 | 7,200,927,029 |
| Non-controlling interests of the subsidiaries | 85,771,582 | 129,078,880 | | |
| | 6,876,680,034 | 7,299,470,001 | | |

The accompanying notes are an integral part of the financial statements.

**Supalai Public Company Limited and its subsidiaries**

**Statement of changes in shareholders' equity**

**For the year ended 31 December 2023**

(Unit: Baht)

| | Consolidated financial statements | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Equity attributable to shareholders of the Company | | | | | | | | | | | |
| | | | | | Retained earnings | | | | | | | |
| | | | | | Appropriated | | | | | | | |
| | Issued and fully paid-up share capital | Share premium | Surplus on change in ownership interests of subsidiaries | Treasury share premium | Statutory reserve | Treasury stock reserve | Unappropriated | Treasury stocks | Total other components of shareholders' equity | Total equity attributable to owners of the Company | Equity attributable to non-controlling interests of the subsidiaries | Total shareholders' equity |
| **Balance as at 1 January 2022** | 2,143,079,330 | 1,498,995,415 | 28,287,448 | 453,211,503 | 214,569,156 | 2,999,998,530 | 37,824,295,317 | (2,999,998,530) | (92,868,478) | 42,069,569,691 | 856,761,635 | 42,926,331,326 |
| Profit for the year | - | - | - | - | - | - | 8,173,261,445 | - | - | 8,173,261,445 | 130,050,489 | 8,303,311,934 |
| Other comprehensive income for the year | - | - | - | - | - | - | - | - | (1,002,870,324) | (1,002,870,324) | (971,609) | (1,003,841,933) |
| Total comprehensive income for the year | - | - | - | - | - | - | 8,173,261,445 | - | (1,002,870,324) | 7,170,391,121 | 129,078,880 | 7,299,470,001 |
| Resales of treasury stocks | - | - | - | 26,759,216 | - | (75,613,002) | 75,613,002 | 75,613,002 | - | 102,372,218 | - | 102,372,218 |
| Reduction of paid-up share capital by writing off treasury stocks | (190,025,300) | - | - | (418,504,488) | - | - | (2,315,855,740) | 2,924,385,528 | - | - | - | - |
| Reversal of appropriated retained earnings for treasury stocks | - | - | - | - | - | (2,924,385,528) | 2,924,385,528 | - | - | - | - | - |
| Dividend paid (Note 29) | - | - | - | - | - | - | (2,828,030,798) | - | - | (2,828,030,798) | - | (2,828,030,798) |
| Dividend paid to non-controlling interest of subsidiaries | - | - | - | - | - | - | - | - | - | - | (37,257,839) | (37,257,839) |
| Transfer of fair value reserve to retained earnings (Note 8) | - | - | - | - | - | - | 32,884,301 | - | (32,884,301) | - | - | - |
| **Balance as at 31 December 2022** | 1,953,054,030 | 1,498,995,415 | 28,287,448 | 61,466,231 | 214,569,156 | - | 43,886,553,055 | - | (1,128,623,103) | 46,514,302,232 | 948,582,676 | 47,462,884,908 |
| | | | | | | | | | | | | - |
| **Balance as at 1 January 2023** | 1,953,054,030 | 1,498,995,415 | 28,287,448 | 61,466,231 | 214,569,156 | - | 43,886,553,055 | - | (1,128,623,103) | 46,514,302,232 | 948,582,676 | 47,462,884,908 |
| Profit for the year | - | - | - | - | - | - | 5,989,426,180 | - | - | 5,989,426,180 | 93,970,311 | 6,083,396,491 |
| Other comprehensive income for the year | - | - | - | - | - | - | 25,241,457 | - | 776,240,815 | 801,482,272 | (8,198,729) | 793,283,543 |
| Total comprehensive income for the year | - | - | - | - | - | - | 6,014,667,637 | - | 776,240,815 | 6,790,908,452 | 85,771,582 | 6,876,680,034 |
| Dividend paid (Note 29) | - | - | - | - | - | - | (2,830,501,854) | - | - | (2,830,501,854) | - | (2,830,501,854) |
| Surplus on investments in subsidiaries arising as a result of purchase the investment in subsidiary on price less than the net book value at the purchase date | - | - | 417,435 | - | - | - | - | - | - | 417,435 | (3,417,435) | (3,000,000) |
| Dividend paid to non-controlling interest of subsidiaries | - | - | - | - | - | - | - | - | - | - | (41,357,838) | (41,357,838) |
| Transfer of fair value reserve to retained earnings (Note 8) | - | - | - | - | - | - | 329,496,971 | - | (329,496,971) | - | - | - |
| **Balance as at 31 December 2023** | 1,953,054,030 | 1,498,995,415 | 28,704,883 | 61,466,231 | 214,569,156 | - | 47,400,215,809 | - | (681,879,259) | 50,475,126,265 | 989,578,985 | 51,464,705,250 |

The accompanying notes are an integral part of the financial statements.

**Supalai Public Company Limited and its subsidiaries**

**Statement of changes in shareholders' equity (continued)**

**For the year ended 31 December 2023**

Details of other components of shareholders' equity

(Unit: Baht)

| | Consolidated financial statements | | |
|---|---|---|---|
| | Equity attributable to shareholders of the Company | | |
| | Other components of shareholders' equity | | |
| | Other comprehensive income | | |
| | Exchange differences on translation of financial statements in foreign currency | Fair value reserve of financial assets at fair value through other comprehensive income - net of income tax | Total other components of shareholders' equity |
| **Balance as at 1 January 2022** | (195,560,630) | 102,692,152 | (92,868,478) |
| Profit for the year | - | - | - |
| Other comprehensive income for the year | (409,033,721) | (593,836,603) | (1,002,870,324) |
| Total comprehensive income for the year | (409,033,721) | (593,836,603) | (1,002,870,324) |
| Transfer of fair value reserve to retained earnings | - | (32,884,301) | (32,884,301) |
| **Balance as at 31 December 2022** | (604,594,351) | (524,028,752) | (1,128,623,103) |
| | | | |
| **Balance as at 1 January 2023** | (604,594,351) | (524,028,752) | (1,128,623,103) |
| Profit for the year | - | - | - |
| Other comprehensive income for the year | 66,821,366 | 709,419,449 | 776,240,815 |
| Total comprehensive income for the year | 66,821,366 | 709,419,449 | 776,240,815 |
| Transfer of fair value reserve to retained earnings | - | (329,496,971) | (329,496,971) |
| **Balance as at 31 December 2023** | (537,772,985) | (144,106,274) | (681,879,259) |

The accompanying notes are an integral part of the financial statements.

**Supalai Public Company Limited and its subsidiaries**

**Statement of changes in shareholders' equity (continued)**

**For the year ended 31 December 2023**

(Unit: Baht)

| | Separate financial statements | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | Retained earnings | | | | Other components of shareholders' equity | |
| | | | | Appropriated | | | | Other comprehensive income | |
| | Issued and fully paid-up share capital | Share premium | Treasury share premium | Statutory reserve | Treasury stock reserve | Unappropriated | Treasury stocks | Fair value reserve of financial assets at fair value through other comprehensive income - net of income tax | Total shareholders' equity |
| **Balance as at 1 January 2022** | 2,143,079,330 | 1,498,995,415 | 391,745,272 | 214,569,156 | 2,999,998,530 | 34,847,085,327 | (2,999,998,530) | 121,136,862 | 39,216,611,362 |
| Profit for the year | - | - | - | - | - | 7,621,715,515 | - | - | 7,621,715,515 |
| Other comprehensive income for the year | - | - | - | - | - | - | - | (420,788,486) | (420,788,486) |
| Total comprehensive income for the year | - | - | - | - | - | 7,621,715,515 | - | (420,788,486) | 7,200,927,029 |
| Resales of treasury stocks | - | - | 26,759,216 | - | (75,613,002) | 75,613,002 | 75,613,002 | - | 102,372,218 |
| Reduction of paid-up share capital by writing off treasury stocks | (190,025,300) | - | (418,504,488) | - | - | (2,315,855,740) | 2,924,385,528 | - | - |
| Reversal of appropriated retained earnings for treasury stocks | - | - | - | | (2,924,385,528) | 2,924,385,528 | - | - | - |
| Dividend paid (Note 29) | - | - | - | - | - | (2,828,030,798) | - | - | (2,828,030,798) |
| Transfer of fair value reserve to retained earnings (Note 8) | - | - | - | - | - | 12,322,082 | - | (12,322,082) | - |
| **Balance as at 31 December 2022** | 1,953,054,030 | 1,498,995,415 | - | 214,569,156 | - | 40,337,234,916 | - | (311,973,706) | 43,691,879,811 |
| | | | | | | | | | - |
| **Balance as at 1 January 2023** | 1,953,054,030 | 1,498,995,415 | - | 214,569,156 | - | 40,337,234,916 | - | (311,973,706) | 43,691,879,811 |
| Profit for the year | - | - | - | - | - | 5,312,209,862 | - | - | 5,312,209,862 |
| Other comprehensive income for the year | - | - | - | - | - | 23,316,407 | - | 639,278,725 | 662,595,132 |
| Total comprehensive income for the year | - | - | - | - | - | 5,335,526,269 | - | 639,278,725 | 5,974,804,994 |
| Dividend paid (Note 29) | - | - | - | - | - | (2,830,501,854) | - | - | (2,830,501,854) |
| Transfer of fair value reserve to retained earnings (Note 8) | - | - | - | - | - | 221,133,436 | - | (221,133,436) | - |
| **Balance as at 31 December 2023** | 1,953,054,030 | 1,498,995,415 | - | 214,569,156 | - | 43,063,392,767 | - | 106,171,583 | 46,836,182,951 |

The accompanying notes are an integral part of the financial statements.

**Supalai Public Company Limited and its subsidiaries**

**Cash flow statement**

**For the year ended 31 December 2023**

(Unit: Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| **Cash flows from operating activities** | | | | |
| Profit before tax | 7,669,774,458 | 10,515,450,318 | 6,693,153,254 | 9,590,375,095 |
| Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities: | | | | |
| Decrease in property development costs from transferring to cost of real estate | 19,748,542,338 | 20,669,652,177 | 16,559,274,519 | 18,918,848,058 |
| Amortisation of costs to obtain contracts with customers | 180,098,180 | 295,449,407 | 180,098,180 | 295,449,407 |
| Depreciation and amortisation | 137,667,256 | 127,386,808 | 95,238,771 | 84,453,949 |
| Share of profit from investments in joint ventures and associates | (246,872,474) | (390,476,827) | - | - |
| Loss on sales of investment in associate | - | 536,037 | - | 2,285,100 |
| Gain on sales of equipment | (1,113,901) | (2,264,825) | (418,638) | (2,815,532) |
| Provisions | 44,883,389 | 84,019,612 | 43,000,000 | 80,000,000 |
| Provision for long-term employee benefits | 27,943,546 | 26,067,910 | 24,985,440 | 23,257,813 |
| Unrealised gain on exchange | (2,525,646) | (629,832) | (2,525,646) | (629,832) |
| Gain on measured at fair value of derivatives | (1,304,544) | (3,070,829) | (1,304,544) | (3,070,829) |
| Dividend income | (214,959,713) | (317,067,070) | (297,234,578) | (351,886,141) |
| Finance income | (152,760,835) | (156,634,305) | (15,297,881) | (35,324,690) |
| Finance cost | 467,393,838 | 276,792,951 | 458,313,076 | 271,491,736 |
| Profit from operating activities before changes in operating assets and liabilities | 27,656,765,892 | 31,125,211,532 | 23,737,281,953 | 28,872,434,134 |
| Operating assets decrease (increase) | | | | |
| Trade and other receivables | (6,150,849) | 15,938,496 | (52,318,109) | (20,876,212) |
| Property development costs | (24,752,845,310) | (23,785,342,548) | (21,166,742,652) | (17,745,424,253) |
| Other current assets | (83,375,888) | (246,800,747) | (85,326,234) | 46,111,991 |
| Costs to obtain contracts with customers | (158,897,121) | (172,924,509) | (157,969,990) | (166,098,715) |
| Other non-current assets | (4,696,674) | (2,383,745) | (4,501,229) | (2,278,596) |
| Operating liabilities increase (decrease) | | | | |
| Trade and other payables | 20,887,566 | 102,153,236 | 84,885,935 | (114,407,523) |
| Deposits and advances received from customers | (558,102,114) | (1,284,533,921) | (591,866,927) | (1,279,910,584) |
| Other current liabilities | 189,087,795 | 8,982,134 | 167,774,321 | 38,498,735 |
| Cash paid for long-term employee benefits | (10,134,470) | (3,646,716) | (9,760,960) | (3,089,017) |
| Other non-current liabilities | 752,717 | 4,858,100 | 752,717 | 4,875,171 |
| Cash flows from operating activities | 2,293,291,544 | 5,761,511,312 | 1,922,208,825 | 9,629,835,131 |
| Cash paid for interest expenses | (495,497,712) | (261,091,066) | (475,362,035) | (246,679,275) |
| Cash paid for corporate income tax | (1,977,309,855) | (2,230,415,050) | (1,803,126,886) | (1,985,240,563) |
| **Net cash flows from (used in) operating activities** | (179,516,023) | 3,270,005,196 | (356,280,096) | 7,397,915,293 |

The accompanying notes are an integral part of the financial statements.

**Supalai Public Company Limited and its subsidiaries**

**Cash flow statement (continued)**

**For the year ended 31 December 2023**

(Unit: Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| **Cash flows from investing activities** | | | | |
| Decrease (increase) in short-term loans to subsidiaries | - | - | 98,770,000 | (70,200,000) |
| Increase in short-term loans to associate | (11,729,750) | (11,689,521) | - | - |
| Decrease (increase) in long-term loans to joint ventures | 128,040,672 | (76,917,520) | - | - |
| Purchase of other financial assets | (373,402,368) | (6,567,981,806) | (115,965,160) | (5,780,213,958) |
| Proceeds from sales of other financial assets | 3,803,594,882 | 1,092,926,200 | 3,156,695,501 | 551,887,980 |
| Increase in advance payment for investment | - | - | (1,129,108,800) | - |
| Increase in investments in subsidiaries | - | - | (1,464,014,100) | (4,113,275,453) |
| Decrease in other payable for purchase of investment | - | (48,525,400) | - | - |
| Proceeds from sales of investment in associate | - | 1,314,900 | - | 1,314,900 |
| Acquisitions of investment properties | (5,757,534) | (30,478,560) | (5,725,583) | (30,029,429) |
| Acquisitions of property, building and equipment | (60,789,101) | (73,546,878) | (52,068,276) | (60,352,623) |
| Acquisitions of intangible assets | (12,683,358) | (21,190,816) | (12,391,358) | (18,852,816) |
| Proceeds from sales of equipment | 3,019,334 | 3,099,300 | 936,249 | 2,861,718 |
| Interest received | 46,678,435 | 38,737,951 | 15,247,235 | 44,899,877 |
| Dividend received | 462,871,483 | 621,349,023 | 323,999,886 | 221,541,062 |
| **Net cash flows from (used in) investing activities** | 3,979,842,695 | (5,072,903,127) | 816,375,594 | (9,250,418,742) |
| **Cash flows from financing activities** | | | | |
| Cash receipt from bills of exchange payable | 9,500,000,000 | 5,000,000,000 | 9,500,000,000 | 5,000,000,000 |
| Cash paid for repayment of bills of exchange payable | (8,500,000,000) | (5,000,000,000) | (8,500,000,000) | (5,000,000,000) |
| Cash receipt from long-term loans from banks | 65,860,437,464 | 63,105,484,288 | 60,524,291,411 | 59,728,982,265 |
| Cash paid for repayment of long-term loans from banks | (65,533,660,448) | (61,443,336,388) | (60,217,510,708) | (58,106,695,250) |
| Proceeds from issuance of debentures | 9,740,770,916 | 8,335,896,482 | 9,740,770,916 | 8,335,896,482 |
| Cash paid for settlement of debentures | (8,600,000,000) | (5,500,000,000) | (8,600,000,000) | (5,500,000,000) |
| Acquisition of non-controlling interests of the subsidiary | (3,000,000) | - | - | - |
| Cash receipt from resales of treasury stocks | - | 102,372,218 | - | 102,372,218 |
| Dividend paid | (2,830,506,264) | (2,828,051,498) | (2,830,506,264) | (2,828,051,498) |
| Subsidiary paid dividend for non-controlling interest of the subsidiary | (41,199,886) | (37,152,046) | - | - |
| **Net cash flows from (used in) financing activities** | (407,158,218) | 1,735,213,056 | (382,954,645) | 1,732,504,217 |
| **Translation adjustments** | 2,914,842 | (243,050,272) | - | - |
| **Net increase (decrease) in cash and cash equivalents** | 3,396,083,296 | (310,735,147) | 77,140,853 | (119,999,232) |
| Cash and cash equivalents at beginning of year | 1,314,835,216 | 1,625,570,363 | 450,535,091 | 570,534,323 |
| **Cash and cash equivalents at end of year** | 4,710,918,512 | 1,314,835,216 | 527,675,944 | 450,535,091 |

The accompanying notes are an integral part of the financial statements.

**Supalai Public Company Limited and its subsidiaries**
**Notes to consolidated financial statements**
**For the year ended 31 December 2023**

## 1. General information

Supalai Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. The Company is principally engaged in property development. The registered office of the Company is at 1011 Supalai Grand Tower, Rama 3 Road, Chongnonsri, Yannawa, Bangkok.

## 2. Basis of preparation

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Profession Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

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 Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

a) The consolidated financial statements include the financial statements of Supalai Public Company Limited ("the Company") and the following subsidiary companies ("the subsidiaries") (collectively as "the Group"):

| Company's name | Nature of business | Country of incorporation | Percentage of shareholding | |
|---|---|---|---|---|
| | | | 2023 (Percent) | 2022 (Percent) |
| **Investments in subsidiaries (held by the Company)** | | | | |
| Supalai Northeast Company Limited | Property development | Thailand | 99 | 99 |
| Phuket Estate Company Limited | Hotel and property development | Thailand | 82 | 82 |
| Haadyai Nakarin Company Limited | Property development | Thailand | 57 | 57 |
| Supalai Property Management Company Limited | Hotel management and property development | Thailand | 100 | 100 |
| Supalai Philippines Incorporate | Investment in securities | Philippines | 100 | 100 |
| Supalai Singapore Holdings Pte. Ltd. | Holdings company | Singapore | 100 | 100 |

| Company's name | Nature of business | Country of incorporation | Percentage of shareholding | |
|---|---|---|---|---|
| | | | 2023 (Percent) | 2022 (Percent) |
| **Investments in subsidiaries (held by Supalai Singapore Holdings Pte. Ltd.)** | | | | |
| Supalai Australia Holdings Pty Ltd | Holdings company | Australia | 100 | 100 |
| **Investments in subsidiaries (held by Supalai Australia Holdings Pty Ltd)** | | | | |
| Supalai Rippleside Development Pty Ltd | Holdings company | Australia | 100 | 100 |
| Supalai Officer Development Pty Ltd | Holdings company | Australia | 100 | 100 |
| Supalai Greenvale Development Pty Ltd | Holdings company | Australia | 100 | 100 |
| **Investments in subsidiaries (held by Supalai Rippleside Development Pty Ltd)** | | | | |
| Balmoral Quay Pty Ltd | Property development | Australia | 100 | 100 |

b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.

c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.

d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.

e) The assets and liabilities in the financial statements of overseas subsidiaries are translated to Baht using the exchange rate prevailing on the end of reporting period, and revenues and expenses translated using monthly average exchange rates. The resulting differences are shown under the caption of "Exchange differences on translation of financial statements in foreign currency" in the statement of changes in shareholders' equity.

f) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.

g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

2.3 The separate financial statements present investments in subsidiaries and associate under the cost method.

2.4 The Group has interests in joint operations which are joint arrangements whereby subsidiary has rights to assets and obligations relating to the joint arrangements. The Group recognises assets, liabilities, revenues and expenses in relation to its interest in the following joint operations in the consolidated and separate financial statements of subsidiary from the date that joint control commences until the date that joint control ceases.

| Company's name | Nature of business | Country of incorporation | Percentage of shareholding | |
|---|---|---|---|---|
| | | | 2023 (Percent) | 2022 (Percent) |
| Peet No 119 Pty Ltd | Property development | Australia | 50 | 50 |
| AW BidCo 1 Pty Limited & Supalai Australia Holdings Pty Ltd | Property development | Australia | 50 | 50 |
| Mirvac McCormacks Road Pty Limited & Supalai Australia Holdings Pty Ltd | Property development | Australia | 50 | 50 |

## 3. New financial reporting standards

### 3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2023. 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 Group's financial statements.

### 3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2024

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2024. 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 management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements except for the following standard, which involves changes to key principles, as summarised below.

**TAS 12, *Income Taxes* - International Tax Reform - Pillar Two Model Rules**

The amendment requires that entities shall neither recognise nor disclose information about deferred taxes related to Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD). This mandatory temporary exemption applies immediately.

The amendment also includes disclosure requirements for affected entities to help users of financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date. These disclosure requirements apply for annual reporting periods beginning on or after 1 January 2024, but not for any interim periods ending on or before 31 December 2024.

The Group has applied the mandatory exception by not recognising and not disclosing information about deferred tax assets and liabilities arising from Pillar Two income taxes. The management of the Group is currently in the process of assessing the potential exposure to Pillar Two income taxes on the financial statements.

## 4. Significant accounting policies

### 4.1 Revenue and expense recognition

a) Revenue from sales of real estate

Revenue from sales of real estate is recognised at the point in time when control of the real estate is transferred to the customer, generally upon transfer of the legal ownership. Revenue from sales of real estate is measured at the amount of the consideration received after deducting discounts and considerations payable to the customer. The terms of payment are in accordance with the payment schedule specified in the customer contract. Considerations received before transferring control of the real estate to the customer are presented under the caption of "Deposits and advances received from customers" in the statement of financial position.

b) Revenue from rental and services

Rental income is recognised as revenue on straight-line basis over the period of the lease.

Service revenue is recognised at a point in time upon completion of the service.

c) Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset net of the allowance for expected credit loss (if any).

d) Dividends

Dividends are recognised when the right to receive the dividends is established.

e) Cost of real estate sales

In determining the costs of land and houses sold and cost of residential condominium units sold, the anticipated total development costs (taking into account actual costs incurred to date) are attributed to land and houses and residential condominium units on the basis of the saleable area.

Cost of real estate sales includes cost of other goods, such as furniture and fixtures, that are considered part of the house or residential condominium unit and transferred to a customer in accordance with the contract.

Selling expenses directly associated with projects, such as specific business tax and transfer fees, are recognised as expenses when the sale occurs.

f) Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

**4.2 Cash and cash equivalents**

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

**4.3 Property development costs**

Property development costs are stated at the lower of cost and net realisable value. Cost consists of the cost of land, land improvement costs, design fees, utilities, construction costs, capitalised borrowing costs and other related expenses, as well as estimated project development costs.

The Group recognises losses on diminution in value of projects (if any) in profit or loss.

**4.4 Cost to obtain contracts with customers**

The Group recognises a commission paid to obtain a customer contract as an asset and amortises it to expenses on a systematic basis that is consistent with the pattern of revenue recognition. An impairment loss is recognised to the extent that the carrying amount of an asset recognised exceeds the remaining amount of the consideration that the entity expects to receive less direct costs. Provided that the amortisation period of the asset that the Group otherwise would have used is one year or less, costs to obtain a contract are immediately recognised as expenses.

### 4.5 Investments in subsidiaries, joint ventures and associates

Investments in joint ventures and associates are accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries and associate are accounted for in the separate financial statements using the cost method and less allowance for loss on impairment (if any).

### 4.6 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to the initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives of 5, 20 and 30 years. Depreciation of the investment properties is included in profit or loss.

No depreciation is provided on land and land held for development.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period when the asset is derecognised.

### 4.7 Property, building and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of building and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

| | | |
|---|---|---|
| Buildings | 20, 30 | years |
| Building improvements and structures | 5, 20 | years |
| Machinery and equipment | 5 | years |
| Furniture, fixtures and office equipment | 3, 5 | years |
| Motor vehicles | 5 | years |

Depreciation is included in profit or loss.

No depreciation is provided on land and land improvements.

An item of property, building and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

### 4.8 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

### 4.9 Intangible asset - computer software

Computer software is initially recognised at cost. Following the initial recognition, computer software is carried at cost less any accumulated amortisation and allowance for loss on impairment of assets (if any).

Computer software is amortised on the straight-line basis over the economic useful live of 10 years and tested for impairment whenever there is an indication that the computer software may be impaired. The amortisation period and the amortisation method of such computer software are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

### 4.10 Goodwill

Goodwill is initially recorded at cost, which equals to the excess of cost of business combination over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in profit or loss.

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Group’s cash-generating units that are expected to benefit from the synergies of the combination. The Group estimates the recoverable amount of each cash-generating unit to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses relating to goodwill cannot be reversed in future periods.

### 4.11 Unamortised costs relating to the issuance of the debentures

Expenses incurred in connection with the debentures issued are capitalised and shown as a deduction from such debentures in the statements of financial position and amortised to interest expenses using the effective interest rate over the term of the debentures.

### 4.12 Leases

At inception of contract, the Group assesses whether the contract is a lease when the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

**The Group as a lessee**

The Group recognises right-of-use assets and lease liabilities for all lease at the date the underlying asset is available for use (the commencement date of the lease). However, the Group recognises rental expenses on a straight-line basis over the lease term not more than 12 months or leases of low-value assets.

**The Group as a lessor**

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

### 4.13 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Group, whether directly or indirectly, or which are under common control with the Group.

They also include associates, and individuals or enterprises which directly or indirectly own a voting interest in the Group that gives them significant influence over the Group, key management personnel, directors, and officers with authority in the planning and direction of the Group's operations.

### 4.14 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in profit or loss.

## 4.15 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, building and equipment, investment properties and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of goodwill. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss.

## 4.16 Employee benefits

### Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

### Post-employment benefits

#### *Defined contribution plans*

The Group in Thailand and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

#### *Defined benefit plans*

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

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 gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

## 4.17 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, 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.

## 4.18 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

**Current 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 income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets 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 Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

## 4.19 Financial instruments

**Classification and measurement of financial assets**

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income (“FVOCI”), or fair value through profit or loss (“FVTPL”). The classification of financial assets at initial recognition is driven by the Group’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

***Financial assets at amortised cost***

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows. The cash flows are solely payments of principal and interest on the principal amount outstanding complied with the period specified in the contract.

Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

***Financial assets at FVOCI (debt instruments)***

The Group measures financial assets at FVOCI if the financial asset is held to collect contractual cash flows and to sell the financial asset. The cash flows are solely payments of principal and interest on the principal amount outstanding complied with the period specified in the contract.

Interest income, foreign exchange revaluation and impairment losses or reversals are recognised in profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in other comprehensive income. Upon derecognition, the cumulative fair value change recognised in other comprehensive income is recycled to profit or loss.

***Financial assets designated at FVOCI (equity instruments)***

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

***Financial assets at FVTPL***

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value including interest income recognised in profit or loss. These financial assets are derivatives.

**Classification and measurement of financial liabilities**

Except for derivatives liabilities, the Group's financial liabilities are initially recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost. In determining amortised cost, the Group takes into account any discounts or premiums on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

**Regular way purchases and sales of financial assets**

Regular way purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace are recognised on the trade date, i.e., the date on which the Group commits to purchase or sell the asset.

**Derecognition of financial instruments**

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have been expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

**Impairment of financial assets**

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For trade receivables, the Group applies a simplified approach in calculating ECLs. The Group recognises an allowance for expected credit losses based on lifetime ECLs at each reporting date. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

### 4.20 Derivatives

The Group uses interest rate swaps to hedge its interest rate risks.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

### 4.21 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 Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique 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 categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an 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 Group 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 at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures and actual results could differ from these estimates. Significant judgements and estimates are as follows:

**Impairment loss of investments in subsidiaries and associates**

The Company treats investments in subsidiaries and associates in the separate financial statements as impaired when the management judges that there has been a significant or prolonged decline in the fair value below their costs or where other objective evidence of impairment exists. The determination of what is “significant” or “prolonged” requires judgment.

**Property, building and equipment and depreciation**

In determining depreciation of building and equipment, the management is required to make estimates of the useful lives and residual values of the building and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, building and equipment for impairment on a periodical basis and to record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgments regarding forecast of future revenues and expenses relating to the assets subject to the review.

**Goodwill**

The initial recognition and measurement of goodwill, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash-generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

**Classification of long-term loans**

In classifying the current portion of long-term loans from banks, the management has used judgement to estimate collateral redemptions and loan settlement in accordance with the terms and conditions stipulated in the loan agreements.

**Project development costs estimation**

In calculating costs of land and houses and residential condominium units sold, the Group has to estimate all project development costs, comprising land and land improvement costs, design and construction costs, public utilities costs, borrowing costs and other related costs. The management estimates these costs based on their experience in the business and revisits the estimations on a periodical basis or when the actual costs incurred significantly vary from the estimated costs.

## 6. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which were summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties.

(Unit: Million Baht)

| | Consolidated financial statements | | Separate financial statements | | Transfer pricing policy |
|---|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 | |
| **Transactions with subsidiaries** | | | | | |
| (eliminated from the consolidated financial statements) | | | | | |
| Rental and service income | - | - | 8 | 1 | Contract price |
| Project management income | - | - | 23 | 47 | Contract price |
| Interest income | - | - | 12 | 11 | 2.3 - 3.4 percent per annum (2022: 1.8 - 2.2 percent per annum) |
| Land purchase | - | - | 13 | 13 | Contract price |
| Building management fee | - | - | 3 | 3 | Contract price |
| **Transactions with related parties** | | | | | |
| Interest income | 85 | 130 | - | - | 10.0 - 20.0 percent per annum (2022: 10.0 - 20.0 percent per annum) |
| Purchases of construction materials | 175 | 175 | 170 | 170 | Close to the purchase price from third parties |

As at 31 December 2023 and 2022, the balances of the accounts between the Group and those related parties were as follows:

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| **Balances with subsidiaries** | | | | |
| (eliminated from the consolidated financial statements) | | | | |
| Trade and other receivables | - | - | 95,036 | 41,430 |
| Dividend receivable from subsidiaries | - | - | 113,359 | 75,024 |
| **Trade and other payables - related parties (Note 17)** | | | | |
| Durafloor Co., Ltd. (Common director) | 34,769 | 35,447 | 33,322 | 34,929 |

**Short-term loans to subsidiaries and interest receivables**

As at 31 December 2023 and 2022, the balances of short-term loans and interest receivables between the Company and its subsidiaries and the movements were as follows:

(Unit: Thousand Baht)

| | Separate financial statements | | | |
|---|---|---|---|---|
| | Balance as at 31 December 2022 | Increase during the year | Decrease during the year | Balance as at 31 December 2023 |
| Supalai Northeast Co., Ltd. | - | 721,761 | (462,644) | 259,117 |
| Supalai Property Management Co., Ltd. | 354,040 | 224,291 | (556,324) | 22,007 |
| Phuket Estate Co., Ltd. | 25,803 | 10,210 | (36,013) | - |
| Total | 379,843 | 956,262 | (1,054,981) | 281,124 |

**Long-term loans to related parties and interest receivables**

As at 31 December 2023 and 2022, the balances of long-term loans and interest receivables between the Group and those related companies and the movements were as follows:

(Unit: Thousand Baht)

| | Consolidated financial statements | | | |
|---|---|---|---|---|
| | Balance as at 31 December 2022 | Increase during the year | Decrease during the year | Balance as at 31 December 2023 |
| **Joint venture** | | | | |
| Ballarat Street Development Pty Ltd | 164,861 | 37,433 | - | 202,294 |
| **Associates** | | | | |
| Peet No. 1895 Pty Ltd | 785,825 | 69,601 | (117,297) | 738,129 |
| Satterley Narangba Pty Ltd | 18,364 | 1,515 | (19,879) | - |
| Peet 2018 No. 1 Pty Ltd | 219,310 | 11,895 | (4,796) | 226,409 |
| Satterley Madora Bay Pty Ltd | 58,954 | 3,252 | (9,123) | 53,083 |
| Total | 1,082,453 | 86,263 | (151,095) | 1,017,621 |
| Total long-term loans to related parties and interest receivables | 1,247,314 | 123,696 | (151,095) | 1,219,915 |

**Directors and management's benefits**

During the years ended 31 December 2023 and 2022, the Group had employee benefit expenses payable to their directors and management as below.

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Short-term employee benefits | 178,506 | 210,748 | 164,259 | 186,661 |
| Post-employment benefits | 11,723 | 11,583 | 10,944 | 10,871 |
| Total | 190,229 | 222,331 | 175,203 | 197,532 |

## 7. Property development costs

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Land | 4,716,196 | 4,106,423 | 4,339,232 | 3,874,605 |
| Land and construction under development | 57,541,821 | 49,373,805 | 49,119,344 | 41,295,694 |
| Developed land and construction | 8,872,587 | 12,200,257 | 8,589,535 | 11,823,420 |
| Total | 71,130,604 | 65,680,485 | 62,048,111 | 56,993,719 |
| Less Allowance for loss on diminution in project value | (5,299) | (5,299) | (3,299) | (3,299) |
| Property development costs, net | 71,125,305 | 65,675,186 | 62,044,812 | 56,990,420 |
| Net book value which was mortgaged as collateral | 32,249,140 | 25,882,812 | 29,891,675 | 23,410,156 |

During the years, the Group included borrowing costs in property development costs. These were determined by applying capitalisation rates which are the weighted average of the financial charges on total borrowings during the years as follows:

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Borrowing costs included in property development costs (Million Baht) | 207 | 136 | 195 | 127 |
| Capitalisation rates (Percent) | 1.9 - 3.9 | 1.6 - 3.6 | 2.0 - 3.4 | 1.6 - 2.3 |

## 8. Other financial assets

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Debt instruments at amortised cost | | | | |
| Held-to-maturity private debt securities | 175,411 | 177,122 | 175,411 | 177,122 |
| Equity instruments designated at FVOCI | | | | |
| Unit trusts in mutual funds | 297 | 360 | 297 | 360 |
| Equity instruments of listed companies | 4,378,267 | 6,823,238 | 3,284,422 | 5,403,634 |
| Financial assets at FVTPL | | | | |
| Equity linked notes | - | 167,217 | - | 167,217 |
| Total other financial assets - net | 4,553,975 | 7,167,937 | 3,460,130 | 5,748,333 |
| | | | | |
| Current | 427,181 | 667,085 | - | 167,217 |
| Non-current | 4,126,794 | 6,500,852 | 3,460,130 | 5,581,116 |
| | 4,553,975 | 7,167,937 | 3,460,130 | 5,748,333 |

The Group considers investments in equity instruments designated at FVOCI to be strategic in nature.

During the year 2023, the Group sold its equity interest and transferred the accumulated gain recognised in other comprehensive income to retained earnings as follows

(Unit: Million Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Fair value on the date of sale | 3,648 | 790 | 3,006 | 244 |
| Transferred to retained earnings | 329 | 33 | 221 | 12 |

In addition, in 2023, the Group and the Company received dividends from equity instruments designated at FVOCI, which still existed at the reporting date, in the amount of Baht 215 million and Baht 175 million (2022: Baht 317 million and Baht 284 million), respectively.

## 9. Advance payment for investment

On 27 December 2023, the Company made payment of Baht 1,129 million for additional investment in Supalai Singapore Holdings Pte. Ltd., to be used in making investments in a property development project in Australia, in accordance with resolutions of the meeting of Supalai Singapore Holdings Pte. Ltd.'s Board of Directors held on 22 December 2023. As at 31 December 2023, the Company therefore presented this amount as advance payment for investment in the statement of financial position. This company registered the increase in its capital with a government agency in Singapore on 16 January 2024.

## 10. Investments in subsidiaries

Details of investments in subsidiaries as presented in the separate financial statements are as follows:

(Unit: Thousand Baht)

| Company's name | Paid up capital | | Cost | | Dividend received during the year | |
|---|---|---|---|---|---|---|
| | 2023 (Million Baht) | 2022 (Million Baht) | 2023 | 2022 | 2023 | 2022 |
| Supalai Northeast Co., Ltd. | 335 | 335 | 331,325 | 331,325 | - | - |
| Phuket Estate Co., Ltd. | 169 | 169 | 215,292 | 215,292 | - | - |
| Haadyai Nakarin Co., Ltd. | 192 | 192 | 180,082 | 177,082 | 54,404 | 48,923 |
| Supalai Property Management Co., Ltd. | 745 | 745 | 744,705 | 744,705 | 29,788 | 14,894 |
| Supalai Philippines Incorporate | 900 | 900 | 432,328 | 432,328 | 38,336 | 4,162 |
| | (Million PHP) | | | | | |
| Supalai Singapore Holdings Pte. Ltd. | 327 | 270 | 8,333,912 | 6,872,898 | - | - |
| | (Million SGD) | | | | | |
| Total | | | 10,237,644 | 8,773,630 | 122,528 | 67,979 |
| Less Allowance for impairment loss of investments | | | (33,000) | (33,000) | | |
| Investments in subsidiaries - net | | | 10,204,644 | 8,740,630 | | |

On 10 May 2023 and 13 June 2023, the meeting of Supalai Singapore Holdings Pte. Ltd.'s Board of Directors passed resolutions approving the increase in its registered share capital totaling Baht 1,461 million from the existing registered capital of Baht 6,873 million to Baht 8,334 million. The additional capital will be utilised for investments in a property development project in Australia. The Company already paid for the capital increase in proportion to their original shareholding of 100 percent. This subsidiary company registered the increase in its capital with a government agency in Singapore in June 2023.

On 12 September 2023, the meeting of the Company's Board of Directors resolved to approve the purchase of 30,000 shares from shareholders of Haadyai Nakarin Company Limited, a subsidiary, at Baht 100 per share. As a result, the Company's shareholding proportion in the said subsidiary increased from the purchase 56.77% to 56.93%. The Company received the transfer of the shares and paid for share amounting to Baht 3 million on 27 September 2023.

## 11. Investments in joint ventures

### 11.1 Details of investments in joint ventures

Investments in joint ventures represent investments in property development entities which are incorporated in Australia. They are jointly controlled by the Group and other companies. Details of these investments are as follows:

(Unit: Thousand Baht)

| Joint ventures | Consolidated financial statements | | | |
|---|---|---|---|---|
| | Shareholding percentage | | Carrying amounts based on equity method | |
| | 2023 | 2022 | 2023 | 2022 |
| | (%) | (%) | | |
| The Satterley Officer Joint Venture | 25 | 25 | 99,841 | 66,806 |
| The Satterley Greenvale Joint Venture | 25 | 25 | 214,764 | 218,124 |
| Fyansford Development Pty Ltd | 50 | 50 | 376,708 | 394,173 |
| Ballarat Street Development Pty Ltd | 50 | 50 | - | - |
| Total | | | 691,313 | 679,103 |

On 12 December 2023, the Company's Board of Directors' meeting passed a resolution to approve an investment by Supalai Australia Holdings Pty Ltd in SSRCP Holdco Pty Ltd, which is newly incorporated in Australia. Currently, the subsidiary has signed the joint agreement. It will pay the called up capital of this joint venture in 2024.

## 11.2 Share of comprehensive income and dividend received

During the years, the Group recognised its share of comprehensive income and dividend received from investments in joint ventures in the consolidated financial statements as follows:

(Unit: Thousand Baht)

| Joint ventures | Consolidated financial statements | | | | | |
|---|---|---|---|---|---|---|
| | Share of profit (loss) from investments in joint ventures during the year | | Share of other comprehensive income from investments in joint ventures during the year | | Dividend received during the year | |
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| The Satterley Officer Joint Venture | 32,320 | 135,840 | 715 | (2,388) | - | (247,178) |
| The Satterley Greenvale Joint Venture | (4,050) | 90,447 | 690 | (8,206) | - | (121,464) |
| Fyansford Development Pty Ltd | 45,022 | 107,351 | 1,073 | (14,875) | (63,560) | (78,951) |
| Ballarat Street Development Pty Ltd | (48,001) | (33,610) | (731) | 158 | - | - |
| Total | 25,291 | 300,028 | 1,747 | (25,311) | (63,560) | (447,593) |

As at 31 December 2023, the Group had contingent liability relating to its interests in Ballarat Street Development Pty Ltd joint venture of Baht 52 million (2022: Baht 3 million) since the Group has an obligation by law or by custom to pay the uncalled portion of the investment in this joint venture.

## 11.3 Summarised financial information of joint ventures

### Summarised information of financial position

(Unit: Million Baht)

| | As at 31 December | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | The Satterley Officer Joint Venture | | The Satterley Greenvale Development Joint Venture | | Fyansford Development Pty Ltd | | Ballarat Street Development Pty Ltd | |
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| Current assets | 494 | 499 | 853 | 882 | 1,512 | 1,459 | 1,229 | 377 |
| Non-current assets | 1 | - | 15 | 16 | 4 | 8 | 314 | 313 |
| Current liabilities | (95) | (232) | (9) | (26) | (765) | (680) | (1,646) | (696) |
| Non-current liabilities | - | - | - | - | - | (1) | - | - |
| **Net assets** | 400 | 267 | 859 | 872 | 751 | 786 | (103) | (6) |
| Shareholding percentage (%) | 25 | 25 | 25 | 25 | 50 | 50 | 50 | 50 |
| **Carrying amounts of joint ventures based on equity method** | 100 | 67 | 215 | 218 | 377 | 393 | (52) | (3) |

### Summarised information of comprehensive income

(Unit: Million Baht)

| | For the year ended 31 December | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | The Satterley Officer Joint Venture | | The Satterley Greenvale Development Joint Venture | | Fyansford Development Pty Ltd | | Ballarat Street Development Pty Ltd | |
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| Revenue | 353 | 1,654 | 11 | 980 | 516 | 930 | - | - |
| Profit (loss) | 129 | 543 | (16) | 362 | 90 | 215 | (96) | (67) |
| Other comprehensive income | 3 | (9) | 3 | (33) | 2 | (30) | (1) | - |
| Total comprehensive income | 132 | 534 | (13) | 329 | 92 | 185 | (97) | (67) |

## 12. Investments in associates

### 12.1 Details of investments in associates

Investments in associates represent investments in property development entities which are incorporated in Australia. Details of these investments are as follows:

(Unit: Thousand Baht)

| Company's name | Shareholding percentage | | Consolidated financial statements<br>Carrying amounts based on equity method | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| | (%) | (%) | | |
| Peet No. 1895 Pty Ltd | 50 | 50 | 402,213 | 310,473 |
| Satterley Narangba Pty Ltd | 17 | 17 | 68,801 | 60,113 |
| Peet 2018 No. 1 Pty Ltd | 19 | 19 | 19,895 | 14,985 |
| Satterley Madora Bay Pty Ltd | 11 | 11 | 73,285 | 50,203 |
| Total | | | 564,194 | 435,774 |

### 12.2 Share of comprehensive income

During the years, the Group recognised its share of comprehensive income from investments in associates in the consolidated financial statements as follows:

(Unit: Thousand Baht)

| Associates | Consolidated financial statements | | | | | |
|---|---|---|---|---|---|---|
| | Share of profit from investments in associates during the year | | Share of other comprehensive income from investments in associates during the year | | Dividend received during the year | |
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| Peet No. 1895 Pty Ltd | 181,949 | 55,143 | 2,068 | (11,800) | (115,332) | - |
| Satterley Narangba Pty Ltd | 12,276 | 16,843 | 332 | (2,293) | (3,920) | - |
| Peet 2018 No. 1 Pty Ltd | 4,786 | 1,744 | 124 | (569) | - | - |
| Satterley Madora Bay Pty Ltd | 22,570 | 16,719 | 512 | (1,918) | - | - |
| Total | 221,581 | 90,449 | 3,036 | (16,580) | (119,252) | - |

## 12.3 Summarised financial information of associates

Summarised information of financial position

(Unit: Million Baht)

| | As at 31 December | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Peet No. 1895 Pty Ltd | | Satterley Narangba Pty Ltd | | Peet 2018 No. 1 Pty Ltd | | Satterley Madora Bay Pty Ltd | |
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| Current assets | 162 | 77 | 624 | 639 | 1,769 | 1,702 | 1,454 | 1,423 |
| Non-current assets | 3,130 | 3,592 | 3 | 4 | 123 | 94 | 18 | 19 |
| Current liabilities | (2,115) | (1,254) | (203) | (277) | (1,665) | (1,626) | (796) | (973) |
| Non-current liabilities | (370) | (1,793) | (19) | (11) | (119) | (89) | (16) | (17) |
| **Net assets** | 807 | 622 | 405 | 355 | 108 | 81 | 660 | 452 |
| Shareholding percentage (%) | 50 | 50 | 17 | 17 | 19 | 19 | 11 | 11 |
| **Carrying amounts of associates based on equity method** | 404 | 311 | 69 | 60 | 20 | 15 | 73 | 50 |

Summarised information of comprehensive income

(Unit: Million Baht)

| | For the year ended 31 December | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Peet No. 1895 Pty Ltd | | Satterley Narangba Pty Ltd | | Peet 2018 No. 1 Pty Ltd | | Satterley Madora Bay Pty Ltd | |
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| Revenue | 1,946 | 1,177 | 719 | 598 | 334 | 268 | 900 | 748 |
| Profit (loss) | 365 | 111 | 72 | 99 | 26 | 9 | 203 | 151 |
| Other comprehensive income | 4 | (24) | 2 | (13) | 1 | (3) | 5 | (17) |
| Total comprehensive income | 369 | 87 | 74 | 86 | 27 | 6 | 208 | 134 |

## 13. Investment properties

The net book value of investment properties as at 31 December 2023 and 2022 is presented below.

(Unit: Thousand Baht)

| | Consolidated financial statements | | |
|---|---|---|---|
| | Land held for development | Land, building and office building for rent | Total |
| **31 December 2023** | | | |
| Cost | 5,350 | 1,806,335 | 1,811,685 |
| Less Accumulated depreciation | - | (739,952) | (739,952) |
| Net book value | 5,350 | 1,066,383 | 1,071,733 |
| **31 December 2022** | | | |
| Cost | 13,331 | 1,800,842 | 1,814,173 |
| Less Accumulated depreciation | - | (676,853) | (676,853) |
| Net book value | 13,331 | 1,123,989 | 1,137,320 |

(Unit: Thousand Baht)

| | Separate financial statements | | |
|---|---|---|---|
| | Land held for development | Land, building and office building for rent | Total |
| **31 December 2023** | | | |
| Cost | 5,350 | 1,292,774 | 1,298,124 |
| Less Accumulated depreciation | - | (569,191) | (569,191) |
| Net book value | 5,350 | 723,583 | 728,933 |
| **31 December 2022** | | | |
| Cost | 13,331 | 1,287,048 | 1,300,379 |
| Less Accumulated depreciation | - | (531,672) | (531,672) |
| Net book value | 13,331 | 755,376 | 768,707 |

A reconciliation of the net book value of investment properties for the years 2023 and 2022 is presented below.

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Net book value at beginning of year | 1,137,320 | 1,161,123 | 768,707 | 764,303 |
| Acquisition of assets during the year | 5,758 | 30,479 | 5,726 | 30,029 |
| Transfer from (transfer to) property, building and equipment, net book value | (436) | - | - | - |
| Transfer from property development costs | (7,981) | 9,087 | (7,981) | 9,087 |
| Depreciation charged | (63,078) | (61,547) | (37,519) | (34,712) |
| Translation | 150 | (1,822) | - | - |
| Net book value at end of year | 1,071,733 | 1,137,320 | 728,933 | 768,707 |

The fair value of the investment properties as at 31 December 2023 and 2022 is stated below.

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Land held for development | - | 22,830 | - | 22,830 |
| Land, building and office building for rent | 2,384,799 | 2,408,039 | 1,635,630 | 1,631,066 |

The fair value of the above investment properties has been determined by an accredited independent valuer and has been determined based on market prices approach for land held for development and the income approach for building and office building for rent. Key assumptions used in the valuation include yield rate, inflation rate, long-term vacancy rate and long-term growth in real rental rates.

A subsidiary company has mortgaged its investment properties with net book value amounting to approximately Baht 31 million (2022: Baht 32 million) as collateral for overdrafts and bank guarantees.

## 14. Property, building and equipment

(Unit: Thousand Baht)

| | Consolidated financial statements | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Land and land improvement | Building | Building improvements and structures | Machinery and equipment | Furniture, fixtures and office equipment | Motor vehicles | Assets under construction | Total |
| **Cost:** | | | | | | | | |
| 31 December 2021 | 108,961 | 383,882 | 151,886 | 95,439 | 254,696 | 75,892 | 3,153 | 1,073,909 |
| Additions | - | - | 13,715 | 7,253 | 29,859 | 18,804 | 3,916 | 73,547 |
| Disposals/written-offs | - | - | (1,165) | (406) | (4,305) | (11,343) | - | (17,219) |
| Transfer from investment property development costs | 5,768 | - | 20,442 | - | - | - | - | 26,210 |
| Transfer from (transfer to) | - | 5,777 | - | 1,244 | - | - | (7,021) | - |
| Translation | - | (97) | - | (61) | - | - | - | (158) |
| 31 December 2022 | 114,729 | 389,562 | 184,878 | 103,469 | 280,250 | 83,353 | 48 | 1,156,289 |
| **Accumulated depreciation:** | | | | | | | | |
| 31 December 2021 | - | 235,814 | 131,014 | 85,345 | 207,491 | 62,177 | - | 721,841 |
| Depreciation for the year | - | 14,375 | 4,048 | 4,860 | 23,245 | 6,732 | - | 53,260 |
| Disposals/written-offs | - | - | (376) | (406) | (4,259) | (11,344) | - | (16,385) |
| Translation | - | (44) | - | (59) | - | - | - | (103) |
| 31 December 2022 | - | 250,145 | 134,686 | 89,740 | 226,477 | 57,565 | - | 758,613 |
| **Allowance for impairment loss:** | | | | | | | | |
| 31 December 2021 | 8,371 | - | - | - | - | - | - | 8,371 |
| 31 December 2022 | 8,371 | - | - | - | - | - | - | 8,371 |
| **Net book value:** | | | | | | | | |
| 31 December 2021 | 100,590 | 148,068 | 20,872 | 10,094 | 47,205 | 13,715 | 3,153 | 343,697 |
| 31 December 2022 | 106,358 | 139,417 | 50,192 | 13,729 | 53,773 | 25,788 | 48 | 389,305 |
| **Depreciation for the year** | | | | | | | | |
| 2022 (Baht 10 million included in cost of rental and services, and the balance in administrative expenses) | | | | | | | | 53,260 |

(Unit: Thousand Baht)

| | Consolidated financial statements | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Land and land improvement | Building | Building improvements and structures | Machinery and equipment | Furniture, fixtures and office equipment | Motor vehicles | Assets under construction | Total |
| **Cost:** | | | | | | | | |
| 31 December 2022 | 114,729 | 389,562 | 184,878 | 103,469 | 280,250 | 83,353 | 48 | 1,156,289 |
| Additions | - | - | 4,242 | 9,370 | 39,953 | 7,224 | - | 60,789 |
| Disposals/written-offs | (1,000) | (414) | (44) | (296) | (8,324) | (4,127) | - | (14,205) |
| Transfer from Investment properties | - | - | 436 | - | - | - | - | 436 |
| Transfer to property development costs | (297) | - | - | - | - | - | - | (297) |
| Transfer from (transfer to) | - | - | 48 | - | - | - | (48) | - |
| Translation | - | 9 | - | 5 | - | - | - | 14 |
| 31 December 2023 | 113,432 | 389,157 | 189,560 | 112,548 | 311,879 | 86,450 | - | 1,203,026 |
| **Accumulated depreciation:** | | | | | | | | |
| 31 December 2022 | - | 250,145 | 134,686 | 89,740 | 226,477 | 57,565 | - | 758,613 |
| Depreciation for the year | - | 14,549 | 4,808 | 5,513 | 27,686 | 8,157 | - | 60,713 |
| Disposals/written-offs | - | (66) | (45) | (285) | (7,777) | (4,127) | - | (12,300) |
| Translation | - | 6 | - | 5 | - | - | - | 11 |
| 31 December 2023 | - | 264,634 | 139,449 | 94,973 | 246,386 | 61,595 | - | 807,037 |
| **Allowance for impairment loss:** | | | | | | | | |
| 31 December 2022 | 8,371 | - | - | - | - | - | - | 8,371 |
| 31 December 2023 | 8,371 | - | - | - | - | - | - | 8,371 |
| **Net book value:** | | | | | | | | |
| 31 December 2022 | 106,358 | 139,417 | 50,192 | 13,729 | 53,773 | 25,788 | 48 | 389,305 |
| 31 December 2023 | 105,061 | 124,523 | 50,111 | 17,575 | 65,493 | 24,855 | - | 387,618 |
| **Depreciation for the year** | | | | | | | | |
| 2023 (Baht 11 million included in cost of rental and services, and the balance in administrative expenses) | | | | | | | | 60,713 |

(Unit: Thousand Baht)

| | Separate financial statements | | | | | | |
|---|---|---|---|---|---|---|---|
| | Land and land improvement | Building | Building improvements and structures | Machinery and equipment | Furniture, fixtures and office equipment | Motor vehicles | Total |
| **Cost:** | | | | | | | |
| 31 December 2021 | 51,879 | 205,054 | 65,956 | 18,977 | 210,436 | 55,911 | 608,213 |
| Additions | - | - | 12,942 | 2,225 | 27,941 | 17,245 | 60,353 |
| Disposals/written-offs | - | - | - | (16) | (3,892) | (11,344) | (15,252) |
| Transfer from property development costs | 5,769 | - | 20,443 | - | - | - | 26,212 |
| 31 December 2022 | 57,648 | 205,054 | 99,341 | 21,186 | 234,485 | 61,812 | 679,526 |
| **Accumulated depreciation:** | | | | | | | |
| 31 December 2021 | - | 104,226 | 53,924 | 15,123 | 168,314 | 44,562 | 385,969 |
| Depreciation for the year | - | 7,143 | 2,670 | 1,559 | 21,384 | 5,620 | 38,376 |
| Disposals/write-offs | - | - | - | (17) | (3,845) | (11,344) | (15,206) |
| 31 December 2022 | - | 111,369 | 56,594 | 16,665 | 185,673 | 38,838 | 409,139 |
| **Allowance for impairment loss:** | | | | | | | |
| 31 December 2021 | 8,371 | - | - | - | - | - | 8,371 |
| 31 December 2022 | 8,371 | - | - | - | - | - | 8,371 |
| **Net book value:** | | | | | | | |
| 31 December 2021 | 43,508 | 100,828 | 12,032 | 3,854 | 42,302 | 11,349 | 213,873 |
| 31 December 2022 | 49,277 | 93,685 | 42,747 | 4,521 | 48,812 | 22,974 | 262,016 |
| **Depreciation for the year** | | | | | | | |
| 2022 (Baht 2 million included in cost of rental and services, and the balance in administrative expenses) | | | | | | | 38,376 |

(Unit: Thousand Baht)

| | Separate financial statements | | | | | | |
|---|---|---|---|---|---|---|---|
| | Land and land improvement | Building | Building improvements and structures | Machinery and equipment | Furniture, fixtures and office equipment | Motor vehicles | Total |
| **Cost:** | | | | | | | |
| 31 December 2022 | 57,648 | 205,054 | 99,341 | 21,186 | 234,485 | 61,812 | 679,526 |
| Additions | - | - | 2,970 | 5,161 | 37,131 | 6,806 | 52,068 |
| Disposals/written-offs | - | - | (45) | (174) | (8,255) | (2,584) | (11,058) |
| Transfer from property development costs | - | - | - | - | - | - | - |
| 31 December 2023 | 57,648 | 205,054 | 102,266 | 26,173 | 263,361 | 66,034 | 720,536 |
| **Accumulated depreciation:** | | | | | | | |
| 31 December 2022 | - | 111,369 | 56,594 | 16,665 | 185,673 | 38,838 | 409,139 |
| Depreciation for the year | - | 7,143 | 3,294 | 1,953 | 25,660 | 7,032 | 45,082 |
| Disposals/write-offs | - | - | (45) | (174) | (7,737) | (2,584) | (10,540) |
| 31 December 2023 | - | 118,512 | 59,843 | 18,444 | 203,596 | 43,286 | 443,681 |
| **Allowance for impairment loss:** | | | | | | | |
| 31 December 2022 | 8,371 | - | - | - | - | - | 8,371 |
| 31 December 2023 | 8,371 | - | - | - | - | - | 8,371 |
| **Net book value:** | | | | | | | |
| 31 December 2022 | 49,277 | 93,685 | 42,747 | 4,521 | 48,812 | 22,974 | 262,016 |
| 31 December 2023 | 49,277 | 86,542 | 42,423 | 7,729 | 59,765 | 22,748 | 268,484 |
| **Depreciation for the year** | | | | | | | |
| 2023 (Baht 2 million included in cost of rental and services, and the balance in administrative expenses) | | | | | | | 45,082 |

As at 31 December 2023 and 2022, certain items of building and equipment of the Group which had been fully depreciated but were still in use, were summarised below.

(Unit: Million Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| The gross carrying amount before deducting accumulated depreciation and allowance for impairment loss | 448 | 423 | 243 | 204 |

A subsidiary company has mortgaged its property with net book value amounting to approximately Baht 1 million with bank as collateral of bank overdrafts.

## 15. Intangible asset - computer software

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Computer software - cost | 159,516 | 146,833 | 145,183 | 132,792 |
| Less Accumulated amortisation | (82,237) | (68,361) | (77,674) | (65,036) |
| Net book value | 77,279 | 78,472 | 67,509 | 67,756 |

A reconciliation of the net book value of intangible asset for the years 2023 and 2022 is presented below.

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Net book value at beginning of year | 78,472 | 69,861 | 67,756 | 60,269 |
| Acquisition of computer software | 12,683 | 21,191 | 12,391 | 18,853 |
| Amortisation | (13,876) | (12,580) | (12,638) | (11,366) |
| Net book value at end of year | 77,279 | 78,472 | 67,509 | 67,756 |

## 16. Bills of exchange payable

Movements of the bills of exchange payable account for the years ended 31 December 2023 and 2022 are summarised below.

(Unit: Thousand Baht)

| | Consolidated / Separate financial statements | |
|---|---|---|
| | 2023 | 2022 |
| **Balance at beginning of year** | 3,981,572 | 3,980,821 |
| Add Issuance of bills of exchange | 9,500,000 | 5,000,000 |
| Less Repayment | (8,500,000) | (5,000,000) |
| Add Amortisation of prepaid interest expenses | 102,291 | 50,139 |
| Less Prepaid interest expenses | (115,375) | (49,388) |
| **Balance at end of year** | 4,968,488 | 3,981,572 |

As at 31 December 2023, short-term unsecured bills of exchange were subject to interest rates range from 2.58 to 2.97 percent per annum (2022: 1.10 and 1.70 percent per annum). They will mature within May 2024.

## 17. Trade and other payables

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Trade payables | | | | |
| Related parties (Note 6) | 34,769 | 35,447 | 33,322 | 34,929 |
| Unrelated parties | 2,627,894 | 2,290,008 | 2,227,541 | 1,797,317 |
| Other payables | 50,927 | 96,197 | 48,058 | 87,862 |
| Accrued expenses | 477,919 | 517,527 | 315,998 | 388,025 |
| Total trade and other payables | 3,191,509 | 2,939,179 | 2,624,919 | 2,308,133 |

## 18. Long-term loans from banks

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Long-term loans from banks | 8,522,978 | 8,195,963 | 8,247,512 | 7,940,732 |
| Less Current portion | (8,522,978) | (8,126,732) | (8,247,512) | (7,940,732) |
| Long-term loans from banks, net | - | 69,231 | - | - |

Movements in the long-term loan account during the years ended 31 December 2023 and 2022 are summarised below.

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| **Balance at beginning of year** | 8,195,963 | 6,536,031 | 7,940,732 | 6,318,445 |
| Add Additional borrowings | 65,924,437 | 63,105,484 | 60,588,291 | 59,728,982 |
| Less Repayment | (65,597,660) | (61,443,336) | (60,281,511) | (58,106,695) |
| Translation adjustment | 238 | (2,216) | - | - |
| **Balance at end of year** | 8,522,978 | 8,195,963 | 8,247,512 | 7,940,732 |
| Long-term credit facilities which have not yet been drawn down | 24,536,014 | 22,482,065 | 23,177,558 | 20,752,911 |

These loans carry interest at fixed interest rates specified in the loan agreements or at the rates based on MLR, MMR, BBSY and BIBOR. Repayment is to be made each time a plot of land or a condominium unit is redeemed from mortgage at 70 percent of the selling price, and not less than the amount stipulated by the banks.

The loans of the Group are secured by the mortgage of project land of the Group, including most present and future structures thereon.

The loan agreements contain covenants and restrictions on the Group, pertaining to matters such as dividend payment and the maintenance of a certain debt to equity ratio.

## 19. Debentures

The Company issues senior secured debentures. Details of debentures are summarised below:

(Unit: Thousand Baht)

| | | | | | | | Consolidated / Separate financial statements | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | 31 December 2023 | | | 31 December 2022 | | |
| Debenture | Term | Date of issue | Maturity date | Par value per unit (Baht) | Interest rate/ Discount rate (Percent per annum) | Interest payment condition | Current portion | Long-term portion | Total | Current portion | Long-term portion | Total |
| Senior unsecured debentures | | | | | | | | | | | | |
| 1/2020* | 3 years | 20 February 2020 | 20 February 2023 | 1,000 | 1.69 | - | - | - | - | 2,500,000 | - | 2,500,000 |
| 2/2021* | 2 years | 16 August 2021 | 16 August 2023 | 1,000 | 1.41 | - | - | - | - | 1,500,000 | - | 1,500,000 |
| 1/2022* | 2 years | 1 March 2022 | 1 March 2024 | 1,000 | 1.44 | - | 2,000,000 | - | 2,000,000 | - | 2,000,000 | 2,000,000 |
| 2/2022-1* | 1 year | 9 May 2022 | 9 May 2023 | 1,000 | 1.23 | - | - | - | - | 2,000,000 | - | 2,000,000 |
| 2/2022-2 | 2 years | 9 May 2022 | 9 May 2024 | 1,000 | 2.13 | Interest is repayable in semi-annual installments, starting from November 2022 to May 2024 | 600,000 | - | 600,000 | - | 600,000 | 600,000 |
| 3/2022-1* | 1 year 16 days | 8 August 2022 | 24 August 2023 | 1,000 | 1.88 | - | - | - | - | 1,000,000 | - | 1,000,000 |
| 3/2022-2* | 2 years | 8 August 2022 | 8 August 2024 | 1,000 | 2.58 | - | 500,000 | - | 500,000 | - | 500,000 | 500,000 |
| 4/2022-1 | 1 year | 1 September 2022 | 1 September 2023 | 1,000 | 1.77 | Interest is repayable in semi-annual installments, starting from March 2023 to September 2023 | - | - | - | 1,600,000 | - | 1,600,000 |
| 4/2022-2* | 2 years 1 month | 1 September 2022 | 3 October 2024 | 1,000 | 2.38 | - | 800,000 | - | 800,000 | - | 800,000 | 800,000 |
| 1/2023 | 1 years | 3 May 2023 | 3 May 2024 | 1,000 | 2.47 | Interest is repayable in semi-annual installments, starting from November 2023 to May 2024 | 1,600,000 | - | 1,600,000 | - | - | - |

(Unit: Thousand Baht)

| Debenture | Term | Date of issue | Maturity date | Par value per unit (Baht) | Interest rate/ Discount rate (Percent per annum) | Interest payment condition | Consolidated / Separate financial statements | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | 31 December 2023 | | | 31 December 2022 | | |
| | | | | | | | Current portion | Long-term portion | Total | Current portion | Long-term portion | Total |
| 2/2023-1* | 2 years | 19 May 2023 | 19 May 2025 | 1,000 | 2.77 | - | - | 1,280,000 | 1,280,000 | - | - | - |
| 2/2023-2 | 2 years | 19 May 2023 | 19 May 2025 | 1,000 | 2.77 | Interest is repayable in semi-annual installments, starting from November 2023 to May 2025 | - | 120,000 | 120,000 | - | - | - |
| 3/2023-1* | 1 year | 15 August 2023 | 15 August 2024 | 1,000 | 2.85 | - | 1,720,000 | - | 1,720,000 | - | - | - |
| 3/2023-2* | 2 years | 15 August 2023 | 15 August 2025 | 1,000 | 3.13 | - | - | 1,200,000 | 1,200,000 | - | - | - |
| 3/2023-3 | 2 years | 15 August 2023 | 15 August 2025 | 1,000 | 3.13 | Interest is repayable in semi-annual installments, starting from February 2024 to August 2025 | - | 1,200,000 | 1,200,000 | - | - | - |
| 4/2023* | 2 years | 22 September 2023 | 22 September 2025 | 1,000 | 3.30 | | - | 3,000,000 | 3,000,000 | - | - | - |
| Total | | | | | | | 7,220,000 | 6,800,000 | 14,020,000 | 8,600,000 | 3,900,000 | 12,500,000 |
| Less Unamortised costs relating to the issuance of the debentures | | | | | | | (3,020) | (6,012) | (9,032) | (4,014) | (3,476) | (7,490) |
| Deferred interest expenses | | | | | | | (228,500) | (109,681) | (338,181) | (54,243) | (79,804) | (134,047) |
| Net balance | | | | | | | 6,988,480 | 6,684,307 | 13,672,787 | 8,541,743 | 3,816,720 | 12,358,463 |

*Zero Coupon Bond

The debenture agreements contain covenants and restrictions on the Company, pertaining to matters such as the dividend payment and maintenance of a certain debt to equity ratio.

Movements of the debentures for the years ended 31 December 2023 and 2022 are summarised below.

(Unit: Thousand Baht)

| | Consolidated / Separate financial statements |
|---|---|
| **Balance at beginning of year** | 12,358,463 |
| Add Issuance | 9,740,771 |
| Amortisation of deferred debenture issuing costs | 9,147 |
| Amortisation of deferred interest | 175,095 |
| Less Redemption | (8,600,000) |
| Deferred debenture issuing costs | (10,689) |
| **Balance at end of year** | 13,672,787 |

## 20. Provision for long-term employee benefits

Provision for long-term employee benefits in Thailand, which represents compensation payable to employees after they retire, is as follows:

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| **Provision for long-term employee benefits at beginning of year** | 263,671 | 241,250 | 237,299 | 217,130 |
| Included in profit and loss: | | | | |
| Current service cost | 23,132 | 21,484 | 20,658 | 19,132 |
| Interest cost | 4,812 | 4,584 | 4,327 | 4,126 |
| Included in other comprehensive income: | | | | |
| Actuarial loss (gain) arising from | | | | |
| Demographic assumptions | (38,842) | - | (38,670) | - |
| Financial assumptions changes | 1,648 | - | 3,465 | - |
| Experience adjustments | 5,346 | - | 6,060 | - |
| Benefits paid during the year | (10,134) | (3,647) | (9,761) | (3,089) |
| **Provision for long-term employee benefits at end of year** | 249,633 | 263,671 | 223,378 | 237,299 |

The Group and the Company expect to pay Baht 24 million and Baht 20 million of long-term employee benefits during the next year (2022: Baht 19 million and Baht 16 million), respectively.

As at 31 December 2023, the weighted average duration of the liabilities for long-term employee benefit of the Group and the Company are 10 years (2022: 10 years).

Significant actuarial assumptions are summarised below:

(Unit: Percent per annum)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Discount rate | 3 | 2 | 3 | 2 |
| Salary increase rate | 3 - 6 | 3 - 5 | 6 | 5 |
| Turnover rate | 0 - 45 | 0 - 45 | 0 - 35 | 0 - 30 |

The results of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2023 and 2022 are summarised below:

(Unit: Million Baht)

| | 31 December 2023 | | | |
|---|---|---|---|---|
| | Consolidated financial statements | | Separate financial statements | |
| | Increase 0.5% | Decrease 0.5% | Increase 0.5% | Decrease 0.5% |
| Discount rate | (11) | 12 | (10) | 11 |
| Salary increase rate | 11 | (11) | 10 | (10) |

(Unit: Million Baht)

| | 31 December 2022 | | | |
|---|---|---|---|---|
| | Consolidated financial statements | | Separate financial statements | |
| | Increase 0.5% | Decrease 0.5% | Increase 0.5% | Decrease 0.5% |
| Discount rate | (12) | 13 | (11) | 12 |
| Salary increase rate | 14 | (13) | 13 | (12) |

## 21. 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 the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

## 22. Revenue from contracts with customers

### 22.1 Revenue recognised in relation to contract balances

Revenue recognised during the year that was previously included in the contract liability balance, presented as deposits and advances received from customers in the statement of financial position, is as follows:

(Unit: Million Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Revenue recognised during the year | 1,057 | 1,617 | 1,027 | 1,581 |

### 22.2 Revenue to be recognised for the remaining performance obligations

As at 31 December 2023, the Group and the Company expect to recognise revenue in the future in respect of their performance obligations under contracts with customers that are unsatisfied totaling Baht 18,386 million and Baht 14,831 million. (2022: Baht 23,375 million and Baht 18,503 million), respectively. The Group and the Company expect to satisfy these performance obligations within 3 years.

## 23. Other income

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Dividend income | 214,960 | 317,077 | 297,235 | 351,886 |
| Interest income | 152,761 | 156,634 | 15,298 | 35,325 |
| Other | 273,752 | 541,135 | 265,355 | 563,294 |
| Total | 641,473 | 1,014,846 | 577,888 | 950,505 |

## 24. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Million Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Purchase of land and payment of construction during the year | 24,466 | 23,329 | 21,709 | 18,137 |
| Changes in property development costs | (5,563) | (3,571) | (5,054) | 915 |
| Salaries and wages and other employee benefits | 721 | 807 | 615 | 688 |
| Depreciation and amortisation | 138 | 127 | 95 | 84 |
| Advertising and promotion expenses | 777 | 788 | 747 | 765 |
| Transfer fee and specific business tax | 1,137 | 1,292 | 1,072 | 1,221 |

## 25. Income tax

Income tax expenses for the years ended 31 December 2023 and 2022 are made up as follows:

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| **Current income tax:** | | | | |
| Current income tax charge | 1,675,813 | 2,229,130 | 1,444,080 | 2,022,225 |
| Adjustment in respect of income tax of previous year | (499) | 196 | (499) | 196 |
| **Deferred tax:** | | | | |
| Relating to origination and reversal of temporary differences | (88,936) | (17,188) | (62,638) | (53,761) |
| **Income tax expense reported in profit or loss** | 1,586,378 | 2,212,138 | 1,380,943 | 1,968,660 |

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2023 and 2022 are as follows:

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Deferred tax on actuarial gain | 6,369 | - | 5,829 | - |
| Deferred tax on gain (loss) from the change in value of financial assets measured at FVOCI | 85,849 | (114,088) | 104,536 | (108,277) |
| Total | 92,218 | (114,088) | 110,365 | (108,277) |

The reconciliation between accounting profit and income tax expenses is shown below.

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Accounting profit before tax | 7,669,774 | 10,515,450 | 6,693,153 | 9,590,375 |
| Applicable tax rate | 17%, 20%, 30% | 17%, 20%, 30% | 20% | 20% |
| Accounting profit before tax multiplied by income tax rate | 1,664,626 | 2,137,993 | 1,338,631 | 1,918,075 |
| Adjustment in respect of current income tax of previous year | (499) | 196 | (499) | 196 |
| Effects of: | | | | |
| Additional taxable income | 69,538 | 64,016 | 69,538 | 64,016 |
| Change in value of investment accounted for the equity method | (139,850) | (10,586) | - | - |
| Exemption of income | - | - | (24,506) | (13,596) |
| Others | (7,437) | 20,519 | (2,221) | (31) |
| Total | (77,749) | 73,949 | 42,811 | 50,389 |
| Income tax expenses reported in profit or loss | 1,586,378 | 2,212,138 | 1,380,943 | 1,968,660 |

The components of deferred tax assets and deferred tax liabilities are as follows:

(Unit: Thousand Baht)

| | Statement of financial position | | | |
|---|---|---|---|---|
| | Consolidated financial statements | | Separate financial statements | |
| | 2023 | 2022 | 2023 | 2022 |
| **Deferred tax assets** | | | | |
| Allowance for loss on diminution in project value | 960 | 960 | 660 | 660 |
| Allowance for asset impairment | 854 | 854 | 7,054 | 7,054 |
| Amortisation of interest expense of debenture | 32,267 | 38,980 | 32,266 | 38,980 |
| Provision for contributions for housing estate juristic persons | 41,451 | 32,353 | 39,600 | 31,000 |
| Provision for long-term employee benefits | 49,927 | 52,734 | 44,676 | 47,460 |
| Unrealised loss on changes in fair value of investments | 36,762 | 96,069 | - | 77,993 |
| Loss brought forward | 8,409 | 10,419 | - | - |
| Others | 3,279 | 3,278 | - | - |
| Total | 173,909 | 235,647 | 124,256 | 203,147 |
| **Deferred tax liabilities** | | | | |
| Costs to obtain contracts with customers | (10,835) | (15,260) | (10,835) | (15,260) |
| Unrealised gain on changes in fair value of investments | (26,543) | - | (26,543) | - |
| Unremitted income of foreign entities | (343,464) | (339,912) | - | - |
| Others | (6,373) | (4,370) | (6,302) | (4,300) |
| Total | (387,215) | (359,542) | (43,680) | (19,560) |
| **Reflected in the statements of financial position as follows:** | | | | |
| Deferred tax assets | 130,229 | 235,647 | 80,576 | 203,147 |
| Deferred tax liabilities | (343,535) | (359,542) | - | (19,560) |
| **Net deferred tax assets (liabilities)** | (213,306) | 123,895 | 80,576 | 183,587 |

## 26. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares held by external shareholders (excluding the weighted average number of treasury stock during the year).

The following tables set forth the computation of basic earnings per share as follows.

| | For the year ended 31 December | | | |
|---|---|---|---|---|
| | Consolidated financial statements | | Separate financial statements | |
| | 2023 | 2022 | 2023 | 2022 |
| Profit for the year (Thousand Baht) | 5,989,426 | 8,173,261 | 5,312,210 | 7,621,716 |
| Weighted average number of ordinary shares (Thousand shares) | 1,950,431 | 1,950,431 | 1,950,431 | 1,950,431 |
| Earnings per share (Baht/share) | 3.07 | 4.19 | 2.72 | 3.91 |

## 27. Segment information

Operation segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decision about the allocation of resources to the segment and assess its performance.

Transfer prices between business segments are set out in Note 6 to the consolidated financial statements.

The following tables present revenue, profit and total assets information regarding the Group's operating segments for the years ended 31 December 2023 and 2022.

(Unit: Million Baht)

| | Real estate business | | Hotel business and management | | Elimination of inter-segment revenue | | Consolidation | |
|---|---|---|---|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| Revenues from external customers | 31,069 | 34,442 | 107 | 44 | - | - | 31,176 | 34,486 |
| Inter-segment revenues | 1 | 1 | 17 | 17 | (18) | (18) | - | - |
| Total revenues | 31,070 | 34,443 | 124 | 61 | (18) | (18) | 31,176 | 34,486 |
| Cost of real estate sales | (20,015) | (21,066) | (84) | (57) | 29 | 53 | (20,070) | (21,070) |
| Selling and admin expenses | (3,804) | (3,991) | (53) | (40) | - | 2 | (3,857) | (4,029) |
| Segment profit (loss) | 7,251 | 9,386 | (13) | (36) | 11 | 37 | 7,249 | 9,387 |
| Unallocated income and expenses | | | | | | | 421 | 1,128 |
| **Profit before income tax expenses** | | | | | | | 7,670 | 10,515 |
| Income tax expenses | | | | | | | (1,586) | (2,212) |
| **Profit for the year** | | | | | | | 6,083 | 8,303 |

(Unit: Million Baht)

| | Real estate business | | Hotel business and management | | Elimination of inter-segment revenue | | Consolidation | |
|---|---|---|---|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| Property development costs | 71,137 | 65,655 | 45 | 58 | (57) | (38) | 71,125 | 65,675 |
| Investment properties | 1,097 | 1,163 | - | - | (25) | (26) | 1,072 | 1,137 |
| Property, building and equipment | 275 | 268 | 88 | 96 | 24 | 25 | 387 | 389 |
| Other assets | 42,087 | 36,049 | 657 | 877 | (29,202) | (24,203) | 13,542 | 12,723 |
| Total assets | 114,596 | 103,135 | 790 | 1,031 | (29,260) | (24,242) | 86,126 | 79,924 |

**Geographical information**

Revenue from external customers based on locations of the customers is as follows:

(Unit: Million Baht)

| | 2023 | 2022 |
|---|---|---|
| Revenue from external customers | | |
| Thailand | 28,545 | 33,646 |
| Australia | 2,631 | 840 |
| Total | 31,176 | 34,486 |
| | | |
| Non-current assets (Other than financial instruments and deferred tax assets) | | |
| Thailand | 2,671 | 4,001 |
| Australia | 5,590 | 6,594 |
| Total | 8,261 | 10,595 |

**Major customers**

The Group has no major customer with revenue of 10 percent or more of an entity's revenues.

## 28. Provident fund

The Group in Thailand and its employees have jointly established a provident fund in accordance with Provident Fund Act B.E. 2530. Both employees and the Group contribute to the fund monthly at rates of 3 - 10 percent (2022: 3 - 10 percent) of basic salary. The fund, which is managed by Kasikorn Asset Management Company Limited, will be paid to employees upon termination in accordance with the fund rules. The Group and the Company recognize the contributed as expenses for the year 2023 amounting to approximately Baht 36 million and Baht 35 million (2022: Baht 33 million and Baht 32 million), respectively.

## 29. Dividends

| Dividends | Approved by | Total dividends (Thousand Baht) | Dividends per share (Baht) |
|---|---|---|---|
| Final dividends for 2021 | Annual General Meeting of the shareholders on 20 April 2022 | 1,462,480 | 0.75 |
| Interim dividends for 2022 | Board of Directors' meeting on 9 August 2022 | 1,365,551 | 0.70 |
| Total dividends for 2022 | | 2,828,031 | 1.45 |
| Final dividends for 2022 | Annual General Meeting of the shareholders on 24 April 2023 | 1,464,595 | 0.75 |
| Interim dividends for 2023 | Board of Directors' meeting on 8 August 2023 | 1,365,907 | 0.70 |
| Total dividends for 2023 | | 2,830,502 | 1.45 |

## 30. Commitments and contingent liabilities

### 30.1 Capital commitments

As at 31 December 2023 and 2022, the Group had outstanding commitments as follows:

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| **Capital commitments (Million Baht)** | | | | |
| Project construction contracts | 5,853 | 8,373 | 5,602 | 8,099 |
| Land purchase contracts | 3,669 | 3,556 | 3,274 | 2,981 |
| **Uncalled portion of investments in joint ventures and associates (Million AUD)** | | | | |
| Investments in ordinary shares | 16 | 16 | - | - |
| **Guarantees (Million Baht)** | | | | |
| Guarantee utility usage | 3,095 | 2,862 | 2,756 | 2,424 |
| Guarantee trade creditors | 21 | 21 | 21 | 21 |

## 30.2 Litigation

As at 31 December 2023, the Group has been sued for a total of approximately Baht 270 million in various cases, in respect of breach of contract, cancellation of contract, refund claims and damage claims. The cases are currently being heard by the Appeal and Supreme Courts. However, in the opinion of the Group's lawyers and management believe that the Group will not incur any losses as a result of litigation.

## 31. Fair values hierarchy

As at 31 December 2023 and 2022, the Group had the assets and liabilities that were measured at fair value or for which fair value was disclosed using different levels of inputs as follows:

(Unit: Million Baht)

| | Consolidated financial statements | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | As at 31 December 2023 | | | | As at 31 December 2022 | | | |
| | Level 1 | Level 2 | Level 3 | **Total** | Level 1 | Level 2 | Level 3 | **Total** |
| **Assets measured at fair value** | | | | | | | | |
| Financial assets measured at FVOCI | | | | | | | | |
| Equity investments | 4,378 | 1 | - | **4,379** | 6,823 | 1 | - | **6,824** |
| Derivatives | | | | | | | | |
| Equity linked notes | - | - | - | **-** | - | 167 | - | **167** |
| **Liabilities measured at fair value** | | | | | | | | |
| Derivatives | | | | | | | | |
| Interest rate swaps contracts | - | - | - | **-** | - | 1 | - | **1** |
| **Assets for which fair value are disclosed** | | | | | | | | |
| Investment properties | - | - | 2,385 | **2,385** | - | - | 2,431 | **2,431** |
| **Liabilities for which fair value are disclosed** | | | | | | | | |
| Debentures | - | 13,720 | - | **13,720** | - | 12,358 | - | **12,358** |

(Unit: Million Baht)

| | Separate financial statements | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | As at 31 December 2023 | | | | As at 31 December 2022 | | | |
| | Level 1 | Level 2 | Level 3 | **Total** | Level 1 | Level 2 | Level 3 | **Total** |
| **Assets measured at fair value** | | | | | | | | |
| Financial assets measured at FVOCI | | | | | | | | |
| Equity investments | 3,284 | 1 | - | **3,285** | 5,403 | 1 | - | **5,404** |
| Derivatives | | | | | | | | |
| Equity linked notes | - | - | - | **-** | - | 167 | - | **167** |
| **Liabilities measured at fair value** | | | | | | | | |
| Derivatives | | | | | | | | |
| Interest rate swaps contracts | - | - | - | **-** | - | 1 | - | **1** |
| **Assets for which fair value are disclosed** | | | | | | | | |
| Investment properties | - | - | 1,636 | **1,636** | - | - | 1,654 | **1,654** |
| **Liabilities for which fair value are disclosed** | | | | | | | | |
| Debentures | - | 13,720 | - | **13,720** | - | 12,358 | - | **12,358** |

## 32. Financial instruments

### 32.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade and other receivables, loans to related parties, investments, short-term loans and long-term loans. The financial risks associated with these financial instruments and how they are managed are described below.

#### Credit risk

The Group is exposed to credit risk primarily with respect to deposits with banks and financial institutions, trade and other receivables, loans to related parties, and other financial instruments. Except for derivatives, the maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position. The Group's maximum exposure relating to derivatives is noted in the liquidity risk topic.

#### Market risk

There are two types of market risk comprising foreign currency risk and interest rate risk.

**Foreign currency risk**

The Group's exposure to the foreign currency risk relates to investments in deposits with banks and financial institutions, equity instruments, private debt securities and equity linked notes that are denominated in foreign currencies.

As at 31 December 2023 and 2022, the balances of financial assets denominated in foreign currencies were summarised below.

| Currency | Consolidated / Separate financial statements | | | |
|---|---|---|---|---|
| | Financial assets | | Average exchange rate | |
| | 2023 | 2022 | 2023 | 2022 |
| | (Million) | (Million) | (Baht per 1 foreign currency unit) | |
| US dollar | 5 | 5 | 34.2233 | 34.5624 |
| Malaysian ringgit | 9 | 81 | 7.4168 | 7.8304 |
| Australian dollar | 139 | 216 | 23.4595 | 23.3791 |

The Group has evaluated that the changes in the fair value of monetary assets and liabilities in foreign currencies as at 31 December 2023 and 2022 do not have any significant impact on the Group's profit before tax.

**Interest rate risk**

The Group's exposure to interest rate risk relates primarily to loans to related parties, long-term loans from banks and debentures. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

As at 31 December 2023 and 2022, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

| | Consolidated financial statements | | | | | | |
|---|---|---|---|---|---|---|---|
| | As at 31 December 2023 | | | | | | |
| | Fixed interest rates | | | | | | |
| | Within 1 year | 1 - 5 years | Over 5 years | Floating interest rate | Non-interest bearing | Total | Effective interest rate |
| | | | | | | | (% per annum) |
| **Financial assets** | | | | | | | |
| Cash and cash equivalents | - | - | - | 4,269 | 442 | 4,711 | 0.04 - 5.00 |
| Trade and other receivables | - | - | - | - | 60 | 60 | - |
| Long-term loans to related parties | - | 965 | 255 | - | - | 1,220 | 10.00 - 20.00 |
| Other financial assets | - | 175 | - | - | 4,379 | 4,554 | 11.50 |
| | - | 1,140 | 255 | 4,269 | 4,881 | 10,545 | |
| **Financial liabilities** | | | | | | | |
| Bills of exchange payable | 4,968 | - | - | - | - | 4,968 | Note 16 |
| Trade and other payables | - | - | - | - | 3,192 | 3,192 | Note 17 |
| Long-term loans from banks | 1,500 | - | - | 7,023 | - | 8,523 | Note 18 |
| Debentures | 6,989 | 6,684 | - | - | - | 13,673 | Note 19 |
| | 13,457 | 6,684 | - | 7,023 | 3,192 | 30,356 | |

(Unit: Million Baht)

| | Consolidated financial statements | | | | | | |
|---|---|---|---|---|---|---|---|
| | As at 31 December 2022 | | | | | | |
| | Fixed interest rates | | | | | | |
| | Within 1 year | 1 - 5 years | Over 5 years | Floating interest rate | Non-interest bearing | Total | Effective interest rate |
| | | | | | | | (% per annum) |
| **Financial assets** | | | | | | | |
| Cash and cash equivalents | - | - | - | 1,034 | 281 | 1,315 | 0.04 - 0.35 |
| Trade and other receivables | - | - | - | - | 38 | 38 | - |
| Long-term loans to related parties | - | 969 | 278 | - | - | 1,247 | 10.00 - 20.00 |
| Other financial assets | - | 177 | - | - | 6,991 | 7,168 | 11.50 |
| | - | 1,146 | 278 | 1,034 | 7,310 | 9,768 | |
| **Financial liabilities** | | | | | | | |
| Bills of exchange payable | 3,982 | - | - | - | - | 3,982 | Note 16 |
| Trade and other payables | - | - | - | - | 2,939 | 2,939 | Note 17 |
| Long-term loans from banks | 1,500 | - | - | 6,696 | - | 8,196 | Note 18 |
| Debentures | 8,542 | 3,816 | - | - | - | 12,358 | Note 19 |
| | 14,024 | 3,816 | - | 6,696 | 2,939 | 27,475 | |

(Unit: Million Baht)

| | Separate financial statements | | | | | |
|---|---|---|---|---|---|---|
| | As at 31 December 2023 | | | | | |
| | Fixed interest rates | | | | | |
| | Within 1 year | 1 - 5 years | Floating interest rate | Non-interest bearing | Total | Effective interest rate |
| | | | | | | (% per annum) |
| **Financial assets** | | | | | | |
| Cash and cash equivalents | - | - | 135 | 393 | 528 | 0.04 - 0.60 |
| Trade and other receivables | - | - | - | 141 | 141 | - |
| Dividend receivable from subsidiaries | - | - | - | 113 | 113 | - |
| Short-term loans to subsidiaries | - | - | 281 | - | 281 | 2.25 - 3.40 |
| Other financial assets | - | 175 | - | 3,285 | 3,460 | 11.50 |
| | - | 175 | 416 | 3,932 | 4,523 | |
| **Financial liabilities** | | | | | | |
| Bills of exchange payable | 4,968 | - | - | - | 4,968 | Note 16 |
| Trade and other payables | - | - | - | 2,625 | 2,625 | Note 17 |
| Long-term loans from banks | 1,500 | - | 6,748 | - | 8,248 | Note 18 |
| Debentures | 6,989 | 6,684 | - | - | 13,673 | Note 19 |
| | 13,457 | 6,684 | 6,748 | 2,625 | 29,514 | |

(Unit: Million Baht)

| | Separate financial statements | | | | | |
|---|---|---|---|---|---|---|
| | As at 31 December 2022 | | | | | |
| | Fixed interest rates | | | | | |
| | Within 1 year | 1 - 5 years | Floating interest rate | Non-interest bearing | Total | Effective interest rate |
| | | | | | | (% per annum) |
| **Financial assets** | | | | | | |
| Cash and cash equivalents | - | - | 175 | 276 | 451 | 0.04 - 0.35 |
| Trade and other receivables | - | - | - | 68 | 68 | - |
| Dividend receivable from subsidiaries | - | - | - | 75 | 75 | - |
| Short-term loans to subsidiaries | - | - | 380 | - | 380 | 1.80 - 2.15 |
| Other financial assets | - | 177 | - | 5,571 | 5,748 | 11.50 |
| | - | 177 | 555 | 5,990 | 6,722 | |
| **Financial liabilities** | | | | | | |
| Bills of exchange payable | 3,982 | - | - | - | 3,982 | Note 16 |
| Trade and other payables | - | - | - | 2,308 | 2,308 | Note 17 |
| Long-term loans from banks | 1,500 | - | 6,441 | - | 7,941 | Note 18 |
| Debentures | 8,542 | 3,816 | - | - | 12,358 | Note 19 |
| | 14,024 | 3,816 | 6,441 | 2,308 | 26,589 | |

The Group has evaluated that the changes in interest rates on that portion of floating rate loans from affected as at 31 December 2023 and 2022 do not have any significant impact on the Group's profit before tax.

**Liquidity risk**

The Group monitors the risk of a shortage of liquidity through the use of bills of exchange payable, bank loans and issuing debentures. The Group has assessed the concentration of risk with respect to refinancing its debt and concluded that it was low. The Group has access to a sufficient variety of sources of funding.

The below table summarises the maturity profile of the Group's financial liabilities as at 31 December 2023 and 2022 based on contractual undiscounted cash flows:

(Unit: Thousand Baht)

| | Consolidated financial statements | | | |
|---|---|---|---|---|
| | As at 31 December 2023 | | | |
| | On demand | Within 1 year | 1 - 5 years | Total |
| Bills of exchange payables | - | 5,000,000 | - | 5,000,000 |
| Trade and other payables | 3,191,509 | - | - | 3,191,509 |
| Long-term loans from banks | - | 8,522,978 | - | 8,522,978 |
| Debentures | - | 7,220,000 | 6,800,000 | 14,020,000 |
| **Total** | 3,191,509 | 20,742,978 | 6,800,000 | 30,734,487 |

(Unit: Thousand Baht)

| | Consolidated financial statements | | | |
|---|---|---|---|---|
| | As at 31 December 2022 | | | |
| | On demand | Within 1 year | 1 - 5 years | Total |
| Bills of exchange payables | - | 4,000,000 | - | 4,000,000 |
| Trade and other payables | 2,939,179 | - | - | 2,939,179 |
| Long-term loans from banks | - | 8,126,732 | 69,231 | 8,195,963 |
| Debentures | - | 8,600,000 | 3,900,000 | 12,500,000 |
| **Total** | 2,939,179 | 20,726,732 | 3,969,231 | 27,635,142 |

(Unit: Thousand Baht)

| | Separate financial statements | | | |
|---|---|---|---|---|
| | As at 31 December 2023 | | | |
| | On demand | Within 1 year | 1 - 5 years | Total |
| Bills of exchange payables | - | 5,000,000 | - | 5,000,000 |
| Trade and other payables | 2,624,919 | - | - | 2,624,919 |
| Long-term loans from banks | - | 8,247,512 | - | 8,247,512 |
| Debentures | - | 7,220,000 | 6,800,000 | 14,020,000 |
| **Total** | 2,624,919 | 20,467,512 | 6,800,000 | 29,892,431 |

(Unit: Thousand Baht)

| | Separate financial statements | | | |
|---|---|---|---|---|
| | As at 31 December 2022 | | | |
| | On demand | Within 1 year | 1 - 5 years | Total |
| Bills of exchange payables | - | 4,000,000 | - | 4,000,000 |
| Trade and other payables | 2,308,133 | - | - | 2,308,133 |
| Long-term loans from banks | - | 7,940,732 | - | 7,940,732 |
| Debentures | - | 8,600,000 | 3,900,000 | 12,500,000 |
| **Total** | 2,308,133 | 20,540,732 | 3,900,000 | 26,748,865 |

## 32.2 Fair values of financial instruments

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position, except for the following.

(Unit: Million Baht)

| | Consolidated / Separate financial statements | | | |
|---|---|---|---|---|
| | As at 31 December 2023 | | As at 31 December 2022 | |
| | Carrying amount | Fair value | Carrying amount | Fair value |
| **Financial liabilities** | | | | |
| Debentures | 13,673 | 13,720 | 12,358 | 12,358 |

The methods and assumptions used by the Group in estimating the fair value of financial statements are as follows:

a) For financial assets and liabilities which have short-term maturity, including cash and cash equivalents, trade and other receivables, short-term loans, bills of exchange payable and trade and other payables, their carrying amounts in the statement of financial position approximate their fair value.

b) For debts securities, their fair value is generally derived from quoted market prices or determined by using the yield curve of government bonds, adjusted with an appropriate risk premium.

c) For equity securities, their fair value is generally derived from quoted market prices.

d) The fair value of long-term loans is estimated by discounting expected future cash flows by the current market interest rate of loans with similar terms and conditions.

e) For long-term loans from banks carrying interest approximate to the market rate, their carrying amounts in the statement of financial position approximate their fair value.

f) For debentures, the fair value is determined by using the yield curve as announced by the Thai Bond Market Association.

g) The fair value of derivatives has been determined using a discounted future cash flow model and a valuation model technique. Most of the inputs used for the valuation are observable in the relevant market, such as spot rates of foreign currencies, yield curves of the respective currencies and interest rate yield curves. The Group considers counterparty credit risk when determining the fair value of derivatives.

During the current year, there was no transfer within the fair value hierarchy.

## 33. Capital management

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value and it meets financial covenants attached to the loan agreements. The Group has complied with these covenants throughout the reporting periods.

As at 31 December 2023 and 2022, the Group's debt-to-equity ratio, was summarised below.

| | Consolidated financial statements | | Separate financial statements | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Debt-to-equity ratio | 0.67:1 | 0.68:1 | 0.71:1 | 0.71:1 |

## 34. Events after the reporting period

On 20 February 2024, the Company's Board of Directors' meeting No. 2/2024 passed a resolution to propose the approval at the 2023 Annual General Meeting of the shareholders the payment of a dividend of Baht 1.45 per share from the net profit of the year 2023, or a total of Baht 2,832 million. However, during the year 2023, the Company paid an interim dividend of Baht 0.70 per share, leaving a final dividend payment for the year 2023 of Baht 0.75 per share, or Baht 1,465 million. The resolution will be proposed for approval at the 2024 Annual General meeting of the shareholders.

## 35. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 20 February 2024.

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SUPALAI