



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

COUNTRY GROUP DEVELOPMENT PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : COUNTRY GROUP DEVELOPMENT PUBLIC COMPANY LIMITED

Symbol : CGD

Address : No. 898 Ploenchit Tower, 20th Floor, Ploenchit Road, Lumpini,
Pathumwan

Province : Bangkok

Postcode : 10330

Business : Holding company and property development

Registration Number : 0107538000177

Telephone : 0-2658-7888

Fax (if applicable) : 0-2658-7880

Website : www.cgd.co.th

Email : info@cgd.co.th

Total Shares Sold (shares)

Common Stock : 8,266,129,050

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	4,467,788.67	2,411,041.93	968,484.23
Revenue from sales condominium (Thousand baht)	3,963,258.21	2,004,083.41	561,467.58
Gain on foreign exchange rate - net (Thousand baht)	3,852.42	0.00	6,071.55
Gain on remeasuring fair value of investment property (Thousand baht)	122,734.88	0.00	79,907.50
Other (Thousand baht)	377,943.16	406,958.52	321,037.60

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from sales condominium (%)	88.71	83.12	57.97
Gain on foreign exchange rate - net (%)	0.09	0.00	0.63
Gain on remeasuring fair value of investment property (%)	2.75	0.00	8.25
Other (%)	8.46	16.88	33.15

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	4,467,788.67	2,411,041.93	968,484.23
Domestic (Thousand baht)	4,467,788.67	2,411,041.93	968,484.23
International (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	377,943.16	406,958.52	321,037.60
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	377,943.16	406,958.52	321,037.60

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	0.00	N/A	N/A

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	0.00	0.00	0.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

<div>Economic Risks</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none">• Volatility in the industry in which the company operates• Behavior or needs of customers / consumers• Government policy• Economic risk</div>
<div>Investment Risks</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none">• Business operations of partners in the supply chain• New business risk</div>
<div>Risks on Construction Cost Control</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Operational Risk</div> <div><ul style="list-style-type: none">• Shortage or fluctuation in pricing of raw materials or productive resources</div>

Risk on Legal Disputes

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Legal risk

Risk on Financial Liability

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Interest Rate Volatility Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk from Personal Data Protection Law

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Corporate Governance

Risks from Geopolitical Conflicts, Wars, and Geo-economic Confrontation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Other

Risk from IT Changes and Cybersecurity Threats

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Environmental, Occupational Health, and Safety Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : No

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : No

Company environmental guideline : Electricity Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

- Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	0.00	0.00

Water management

- Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	0.00	0.00	N/A

Waste management

- Waste from operations

	2023	2024	2025
Total waste generated (Kilograms)	0.00	N/A	N/A

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	N/A

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

Company human right guideline : Employee Rights, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	41	38	36
Number of female employees (Persons)	48	45	41
Total number of employees (Persons)	89	83	77

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	96,591,327.00	95,774,295.92	127,747,894.84

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	N/A	N/A	28.00

• Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	0.00	N/A	N/A

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://investor.cgd.co.th/th/corporate-governance>

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	8	88.89
Number of female directors	1	11.11
Number of executive directors	1	11.11
Number of non-executive directors	8	88.89
Number of independent directors	6	66.67

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. VIKROM KOOMPIROCHANA Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Anthropology Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	30 May 2006	Leadership, Audit, Internal Control, Governance/ Compliance, Risk Management

2.	<p>Air Chief Marshal PERMKIAT LAVANAMAL</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Public Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	29 Oct 2013	Corporate Management, Public Administration, Audit, Internal Control
3.	<p>POL. GEN. WERAPONG CHUENPAGDEE</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Public Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	9 Sep 2009	Corporate Management, Governance/ Compliance, Internal Control, Audit, Public Administration
4.	<p>Mr. HSU-FENG SHUEH</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	18 May 2010	Corporate Management, Engineering, Business Administration, Internal Control, Audit
5.	<p>Mr. GAVINTORN ATTHAKOR</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	18 May 2010	Corporate Management, Engineering, Business Administration, Risk Management, Finance

6.	POL. LT. GEN. ITTIPOL ITTISARNRONNACHAI Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	30 Apr 2015	Corporate Management, Public Administration, Internal Control, Audit
7.	Mr. BEN TAECHAUBOL Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	9 Sep 2009	Property Development, Corporate Management, Law, Accounting, Leadership
8.	Mr. JIRASAK PONGHATHAIKUL Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	29 Apr 2010	Corporate Management, Business Administration
9.	Ms. ORAPAK SUWANAPAKDEE Gender: Female Age: 49 years old Highest level of education: Doctoral degree Major: Leadership in Society, Business and Politics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	19 Jan 2023	Business Administration, Information & Communication Technology, Leadership

Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

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

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

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Air Chief Marshal PERMKIAT LAVANAMAL [1] Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	8 Sep 2021	Corporate Management, Public Administration, Audit, Internal Control
2. POL. GEN. WERAPONG CHUENPAGDEE [1] Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	9 Sep 2009	Corporate Management, Governance/ Compliance, Internal Control, Audit, Public Administration

3.	Mr. HSU-FENG SHUEH [1] Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Audit committee (Non-executive, Independent director) Director type: Original director	18 May 2010	Corporate Management, Engineering, Business Administration, Internal Control, Audit
4.	POL. LT. GEN. ITTIPOL ITTISARNRONNACHAI Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	11 Aug 2022	Corporate Management, Public Administration, Internal Control, Audit

[1] A director with the accounting expertise needed to review financial statements

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Compensation Committee	POL. GEN. WERAPONG CHUENPAGDEE	Chairman
	POL. LT. GEN. ITTIPOL	Member
	ITTISARNRONNACHAI	Member
Investment Committee	Mr. BEN TAECHAUBOL	
	Mr. BEN TAECHAUBOL	Chairman
	Ms. Patra Kantasiribitaks	Member
Risk Management Committee	Mr. BEN TAECHAUBOL	Chairman
	Mr. GAVINTORN ATTHAKOR	Member
	Ms. Wilawan Sion	Member
	Ms. Patra Kantasiribitaks	Member

Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : Nomination and Compensation Committee

Sub-committees responsible for remuneration : Nomination and Compensation Committee

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BEN TAECHAUBOL Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer	9 Sep 2009	Property Development, Corporate Management, Law, Accounting, Leadership
2. Ms. Wilawan Sion [1] Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer / Executive Director – Accounts and Finance Division	1 Dec 2024	Accounting, Finance, Budgeting, Business Administration, Governance/ Compliance
3. Mrs. Vatinee Chaturongkul Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Business Administration	Executive Director – Projects Division	1 Jan 2019	Project Management, Architecture, Design, Business Administration
4. Mr. Varakorn Techamontrikul Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Architecture	Executive Director – Development Division	1 Jan 2016	Design, Architecture

5.	Ms. Patra Kantasiribitaks Gender: Female Age: 41 years old Highest level of education: Bachelor's degree Major: Business Administration	Executive Director – Strategy & Investment Division	16 May 2016	Finance, Finance & Securities, Business Administration, Commerce
6.	Mr. Tawantai Taiswad Gender: Male Age: 37 years old Highest level of education: Bachelor's degree Major: Music Industry Technology	Executive Director – Sales and CRM Division	1 Mar 2024	Business Administration, Marketing, Negotiation, Media & Publishing, Brand Management
7.	Ms. Nipada Ounnahaleakaga Gender: Female Age: 41 years old Highest level of education: Master's degree Major: Marketing	Senior Director – Marketing Division	14 Jul 2025	Data Management, Media & Publishing, Data Analysis, Digital Marketing, Brand Management
8.	Ms. Saowanee Kingsawat [2] Gender: Female Age: 37 years old Highest level of education: Master's degree Major: Business Administration	Director – Accounts Department	1 Dec 2024	Accounting, Business Administration

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	40,294,800.00	49,174,947.36	47,519,533.21

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 36
Number of female employees (persons)	: 41
Total number of employees (persons)	: 77

Employee Remuneration

Total employee remuneration	: 127,747,894.84
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Provident fund

Total number of employees (persons)	: 77
Number of employees contributing to the PVD (persons)	: 63
Percentage of employees who are members (%)	: 81.82

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. VIKROM KOOMPIROCHANA Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Anthropology Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 30 May 2006	Leadership, Audit, Internal Control, Governance/ Compliance, Risk Management
2. Air Chief Marshal PERMKIAT LAVANAMAL Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 29 Oct 2013	Corporate Management, Public Administration, Audit, Internal Control
3. Mr. BEN TAECHAUBOL Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 9 Sep 2009	Property Development, Corporate Management, Law, Accounting, Leadership

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. VIKROM KOOMPIROCHANA	Chairman of the board	Non-participating
Air Chief Marshal PERMKIAT LAVANAMAL	Director	Participating
POL. GEN. WERAPONG CHUENPAGDEE	Director	Participating
Mr. HSU-FENG SHUEH	Director	Non-participating
Mr. GAVINTORN ATTHAKOR	Director	Non-participating
POL. LT. GEN. ITTIPOL ITTISARNRONNACHAI	Director	Non-participating
Mr. BEN TAECHAUBOL	Director	Non-participating
Mr. JIRASAK PONGHATHAIKUL	Director	Non-participating
Ms. ORAPAK SUWANAPAKDEE	Director	Non-participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 21 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
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1.	Mr. VIKROM KOOMPIROCHANA (Chairman of the board)	-	7/8	Participating	Did not hold the meeting
2.	Air Chief Marshal PERMKIAT LAVANAMAL (Director)	-	8/8	Participating	Did not hold the meeting
3.	POL. GEN. WERAPONG CHUENPAGDEE (Director)	-	8/8	Non-participating	Did not hold the meeting
4.	Mr. HSU-FENG SHUEH (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mr. GAVINTORN ATTHAKOR (Director)	-	8/8	Participating	Did not hold the meeting
6.	POL. LT. GEN. ITTIPOL ITTISARNRONNACHAI (Director)	-	8/8	Participating	Did not hold the meeting
7.	Mr. BEN TAECHAUBOL (Director)	-	8/8	Participating	Did not hold the meeting
8.	Mr. JIRASAK PONGHATHAIKUL (Director)	-	6/8	Non-participating	Did not hold the meeting
9.	Ms. ORAPAK SUWANAPAKDEE (Director)	-	7/8	Participating	Did not hold the meeting

Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1. Mr. VIKROM KOOMPIROCHANA (Chairman of the board)	-	0.00	700,000.00	No
2. Air Chief Marshal PERMKIAT LAVANAMAL (Director)	-	300,000.00	0.00	No
3. POL. GEN. WERAPONG CHUENPAGDEE (Director)	-	300,000.00	0.00	No
4. Mr. HSU-FENG SHUEH (Director)	-	300,000.00	0.00	No
5. Mr. GAVINTORN ATTHAKOR (Director)	-	0.00	420,000.00	No
6. POL. LT. GEN. ITTIPOL ITTISARNRONNACHAI (Director)	-	300,000.00	0.00	No
7. Mr. BEN TAECHAUBOL (Director)	-	N/A	360,000.00	No
8. Mr. JIRASAK PONGHATHAIKUL (Director)	-	0.00	420,000.00	No

9.	Ms. ORAPAK SUWANAPAKDEE (Director)	-	0.00	420,000.00	No
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Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 7

	List of directors	Termination date	Number of the audit committee meeting
1.	Air Chief Marshal PERMKIAT LAVANAMAL (Chairman of the audit committee)	-	7/7
2.	POL. GEN. WERAPONG CHUENPAGDEE (Audit committee)	-	7/7
3.	Mr. HSU-FENG SHUEH (Audit committee)	-	7/7
4.	POL. LT. GEN. ITTIPOL ITTISARNRONNACHAI (Audit committee)	-	7/7