



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

HOME PRODUCT CENTER 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 : HOME PRODUCT CENTER PUBLIC COMPANY LIMITED

Symbol : HMPRO

Address : 31 Prachachuennonthaburi Rd., Bangkhen, Amphoe Muang

Province : Nonthaburi

Postcode : 11000

Business : Retailer of products and provider of services relating to construction, extension, refurbishment, and improvement of home and residence

Registration Number : 0107544000043

Telephone : 0-2832-1000

Fax (if applicable) : 0-2832-1400

Website : www.homepro.co.th

Email : ir@homepro.co.th

Total Shares Sold (shares)

Common Stock : 13,151,198,025

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)	72,821,770.06	72,576,516.98	70,569,774.63
Hard Line (Thousand baht)	45,214,765.37	45,004,215.56	43,824,822.01
Soft Line (Thousand baht)	9,621,494.52	9,345,299.26	8,727,022.23
Home Service (Thousand baht)	806,710.00	890,110.00	972,218.00
Revenue from Thailand (Thousand baht)	11,321,269.91	11,432,368.01	11,241,690.99
Revenue from International Business (Thousand baht)	1,319,071.19	1,280,028.22	1,189,430.48
Rental Income & Other income (Thousand baht)	4,538,458.79	4,624,495.93	4,614,590.92
Other (Thousand baht)	0.28	0.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Hard Line (%)	62.09	62.01	62.10
Soft Line (%)	13.21	12.88	12.37
Home Service (%)	1.11	1.23	1.38
Revenue from Thailand (%)	15.55	15.75	15.93
Revenue from International Business (%)	1.81	1.76	1.69
Rental Income & Other income (%)	6.23	6.37	6.54
Other (%)	0.00	0.00	0.00

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	72,821,770.06	72,576,516.98	70,569,774.63
Domestic (Thousand baht)	71,502,698.87	71,296,488.76	69,380,344.15
International (Thousand baht)	1,319,071.19	1,280,028.22	1,189,430.48
Malaysia (Thousand baht)	1,307,761.84	1,277,222.98	1,189,430.48
Vietnam (Thousand baht)	11,309.35	2,805.24	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	98.19	98.24	98.31
International (%)	1.81	1.76	1.69
Malaysia (%)	99.14	99.78	100.00
Vietnam (%)	0.86	0.22	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	4,538,458.79	4,624,495.93	4,614,590.92
Other income from operations (Thousand baht)	2,656,227.91	2,770,130.82	2,682,179.35
Rental Income (Thousand baht)	1,882,230.89	1,854,365.12	1,932,411.57
Other income not from operations (Thousand baht)	1,882,230.88	1,854,365.11	1,932,411.57

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

	2023	2024	2025
Share of profit (Thousand baht)	-862.32	838.63	-739.80

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 : Yes

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	162,000.00	281,000.00	796,000.00

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 Volatility</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• Economic risk</div>
<div>Domestic Investment</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none">• New business risk</div> <div>Operational Risk</div> <div><ul style="list-style-type: none">• Delays in the development of future projects</div>
<div>Foreign Investment</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none">• New business risk</div> <div>Operational Risk</div> <div><ul style="list-style-type: none">• Delays in the development of future projects</div>

Compliance Risk

- Laws and regulations is not favorable for doing business

Competition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Competition risk

Cyber Security Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Information security and cyber-attack
- System disruption risk

Data Leak Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Information security and cyber-attack
- System disruption risk

Loss of Key Personnel

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Human error in business operations

Inventory Loss

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Inventory Management

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Operational Risk

- Systems or internal control system
- Product obsolescence

- Inventory risk

Procurement

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Operational Risk

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

Financial Risk

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

Anti-Corruption

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Accounts Receivable

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods

Loan Covenants and Debenture Issuance

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

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

Foreign Exchange Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

- Income volatility

Town Planning Act

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Enhancement and Conservation of National Environmental Quality Act, B.E. 2535 (1992) and (No. 2) B.E. 2561 (2018)

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Trade Competition Act

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Industrial Product Standards Act, B.E. 2511 (1968)

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Direct Sales and Direct Marketing Act, B.E. 2545 (2002)

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Personal Data Protection Act (PDPA), B.E. 2562 (2019)

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

Hazardous Substances Act, B.E. 2535 (1992)

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Consumer Protection Act, B.E. 2522 (1979)

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

Royal Decree on the Operation of Digital Platform Service Businesses Subject to Prior Notification, B.E. 2565 (2022)

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Auction and Second-Hand Goods Trading Control Act, B.E. 2474 (1931)

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Compliance Risk

- Legal risk

Legal and Regulatory Risks Related to Greenhouse Gas (GHG) Emissions Reduction

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations
- ESG risk

Operational Risk

- Impact on the environment

Compliance Risk

- Change in laws and regulations

Human Rights Violation Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Impact on human rights

Compliance Risk

- Legal risk

Supply Chain Sustainability Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Damage to company image and reputation
- ESG risk

Adverse Outcomes of AI Technologies

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Information security and cyber-attack

Misinformation and Disinformation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Information security and cyber-attack

Natural Disaster Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Climate change and disasters
- Impact on the environment

Risk to Securities Holder (2.2.2)

Risk Impacting Shareholders' Rights and Investment

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://hmpro-th.listedcompany.com/misc/CG/20210601-hmpro-sustainable-development-policy-th.pdf>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://hmpro-th.listedcompany.com/misc/CG/20210614-hmpro-environmental-policy-th.pdf>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Diesel (Litres)	179,477.00	173,512.00	160,931.00
Gasoline (Litres)	8,899.00	9,971.00	7,205.00
LPG (Kilograms)	160,777.00	200,149.00	216,435.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	204,741,822.00	293,983,286.00	298,673,101.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,050,085.00	1,786,207.00	1,763,306.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	2,261,000.00	3,513,000.00	3,199,000.00
Hazardous waste (Kilograms)	5,170.00	4,746.00	4,652.00
Total waste generated (Kilograms)	2,266,170.00	3,517,746.00	3,203,652.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	14,184.00	15,738.00	7,916.00
Scope 2 (Tons of carbon dioxide equivalents)	92,255.00	92,727.00	91,563.00
Scope 3 (Tons of carbon dioxide equivalents)	214,317.00	202,791.00	181,991.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	320,756.00	311,256.00	281,470.00
Remark :	The Company's greenhouse gas emissions data covers the operational boundaries of its subsidiaries.		

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : V Green KU Co., Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://hmpro-th.listedcompany.com/misc/CG/20230710-hmpro-cg-human-rights-policy-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, 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)	5,823	5,989	5,811
Number of female employees (Persons)	5,954	5,837	5,571
Total number of employees (Persons)	11,777	11,826	11,382

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	5,242,000,000.00	5,278,000,000.00	5,279,000,000.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	28.50	35.80	31.20
Employee development and training expenses (baht)	19,900,000.00	16,900,000.00	13,800,000.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	24	62	53
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	16.63	17.42	19.34

• **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://hmpro-th.listedcompany.com/misc/CG/20201119-hmpro-cg-policy-th.pdf>

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	11	100.00
Number of male directors	8	72.73
Number of female directors	3	27.27
Number of executive directors	1	9.09
Number of non-executive directors	10	90.91
Number of independent directors	4	36.36

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. ANANT ASAVABHOKHIN Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	8 Apr 2022	Property Development, Finance, Banking, Commerce, Economics

2.	Mr. KHUNAWUT THUMPOMKUL Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	29 May 2001	Commerce, Finance, Economics, Property Development, Risk Management
3.	Mr. BOONSOM LERDHIRUNWONG Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	1 Oct 2014	Property Development, Commerce, Information & Communication Technology, IT Management, Governance/ Compliance
4.	Mr. NAPORN SUNTHORNCHITCHAROEN Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	29 May 2001	Property Development, Finance, Banking, Commerce, Economics
5.	Mr. RATHIAN SRIMONGKOL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	1 May 2023	Economics, Finance, Governance/ Compliance, Risk Management, Health Care Services

6.	Ms. KESSARA THANYALAKPARK Gender: Female Age: 51 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	1 May 2023	Economics, Accounting, Finance, Property Development, Governance/ Compliance
7.	Mr. PORNWUT SARASIN Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	1 Oct 2015	Packaging, Property Development, Food & Beverage, Commerce, Finance
8.	Mr. ACHAWIN ASAVABHOKIN Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	10 Apr 2014	Property Development, Commerce, Economics, Accounting, Finance
9.	Mrs. SUWANNA BHUDDHAPRASART Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	2 Jul 2003	Property Development, Commerce, Economics, Accounting, Finance

10.	Ms. VAREEPORN UDOMKUNNATUM Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 May 2023	Economics, Accounting, Finance, Property Development
11.	Mr. WEERAPUN UNGSUMALEE Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Feb 2019	Transportation & Logistics, Commerce, Information & Communication Technology, IT Management, Risk Management

Other Information pertaining to committees

The Chairman is an independent director	: No
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	: Yes

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. Mr. BOONSOM LERDHIRUNWONG Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	1 Oct 2014	Property Development, Commerce, Information & Communication Technology, IT Management, Governance/ Compliance
2. Mr. RATHIAN SRIMONGKOL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	1 May 2023	Economics, Finance, Governance/ Compliance, Risk Management, Health Care Services
3. Ms. KESSARA THANYALAKPARK [1] Gender: Female Age: 51 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	1 May 2023	Economics, Accounting, Finance, Property Development, Governance/ Compliance

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

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. KHUNAWUT THUMPOMKUL Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	29 May 2001
2. Mr. NAPORN SUNTHORNCHITCHAROEN Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	29 May 2001
3. Mr. ACHAWIN ASAVABHOKIN Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Apr 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. NAPORN SUNTHORNCHITCHAROEN	Chairman
	Mr. KHUNAWUT THUMPOMKUL	Member
	Mr. PORNWUT SARASIN	Member

Risk Management Committee	Mr. KHUNAWUT THUMPOMKUL	Chairman
	Mr. WEERAPUN UNGSUMALEE	Member
	Ms. Wannee Juntamongkol	Member
	Mr. Nitat Aroonthipaitoon	Member
	Ms. Sudapa Chamod	Member
	Ms. Sannipa Swangpuen	Member
	Mr. Sangsak Sorakit	Member
Strategy and Sustainable Development Committee	Mr. KHUNAWUT THUMPOMKUL	Chairman
	Mr. WEERAPUN UNGSUMALEE	Member
	Mr. Vathuny Visuthikosol	Member
	Mr. Chaiyuth Karunyasopon	Member
	Mr. Nitat Aroonthipaitoon	Member
	Ms. Wannee Juntamongkol	Member
	Ms. Ittaporn Srisukwattana	Member
	Ms. Sudapa Chamod	Member
	Mr. Vorapot Techathadakul	Member
Personal Data Protection Committee	Mr. WEERAPUN UNGSUMALEE	Chairman
	Ms. Sudapa Chamod	Member
	Ms. Wannee Juntamongkol	Member
	Mr. Nitat Aroonthipaitoon	Member
	Mr. Aryuratas Chai-anan	Member
	Ms. Apirade Thavilap	Member
	Mrs. Kamonthip Amornariyakul	Member
	Mrs. Surangkha Chaiprasart	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Strategy and Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: Strategy and Sustainable Development Committee

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. WEERAPUN UNGSUMALEE Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Engineering	Managing Director	1 Jan 2023	Transportation & Logistics, Commerce, Information & Communication Technology, IT Management, Risk Management
2. Mr. Chaiyuth Karunyasopon Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Finance	Executive Vice President - Supply Chain Management	1 Jan 2019	Commerce, Transportation & Logistics, Finance
3. Mr. Vathunyu Visuthikosol Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President - Business Development	1 Jan 2019	Commerce
4. Ms. Wannee Juntamongkol [1] Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President - Finance and Investment	1 Jan 2021	Commerce, Accounting, Finance, Law, Budgeting

[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)	153,070,000.00	177,210,000.00	194,420,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : Yes

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 5,811

Number of female employees (persons) : 5,571

Total number of employees (persons) : 11,382

Employee Remuneration

Total employee remuneration : 5,279,000,000.00

Provident fund

Total number of employees (persons) : 11,382

Number of employees contributing to the PVD (persons) : 10,637

Percentage of employees who are members (%) : 93.45

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. ANANT ASAVABHOKHIN Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 8 Apr 2022	Property Development, Finance, Banking, Commerce, Economics
2. Mr. RATHIAN SRIMONGKOL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 1 May 2023	Economics, Finance, Governance/ Compliance, Risk Management, Health Care Services
3. Ms. KESSARA THANYALAKPARK Gender: Female Age: 51 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 1 May 2023	Economics, Accounting, Finance, Property Development, Governance/ Compliance

4.	Mr. PORNWUT SARASIN	Director	Date position was assumed:	Packaging, Property Development, Food & Beverage, Commerce, Finance
	Gender: Male	(Non-executive, Independent director)	1 Oct 2015	
	Age: 66 years old			
	Highest level of education:			
	Master's degree	Director type: Re-elected as director		
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. ANANT ASAVABHOKHIN	Chairman of the board	Non-participating
Mr. KHUNAWUT THUMPOMKUL	Director	Non-participating
Mr. BOONSOM LERDHIRUNWONG	Director	Participating
Mr. NAPORN SUNTHORNCHITCHAROEN	Director	Non-participating
Mr. RATHIAN SRIMONGKOL	Director	Non-participating
Ms. KESSARA THANYALAKPARK	Director	Non-participating
Mr. PORNWUT SARASIN	Director	Non-participating
Mr. ACHAWIN ASAVABHOKIN	Director	Non-participating
Mrs. SUWANNA BHUDDHAPRASART	Director	Non-participating
Ms. VAREEPORN UDOMKUNNATUM	Director	Non-participating
Mr. WEERAPUN UNGSUMALEE	Director	Non-participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 12

Date of AGM meeting : 10 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. ANANT ASAVABHOKHIN (Chairman of the board)	-	12/12	Non-participating	Did not hold the meeting
2.	Mr. KHUNAWUT THUMPOMKUL (Director)	-	12/12	Participating	Did not hold the meeting
3.	Mr. BOONSOM LERDHIRUNWONG (Director)	-	12/12	Participating	Did not hold the meeting
4.	Mr. NAPORN SUNTHORNCHITCHAROEN (Director)	-	12/12	Participating	Did not hold the meeting
5.	Mr. RATHIAN SRIMONGKOL (Director)	-	12/12	Participating	Did not hold the meeting
6.	Ms. KESSARA THANYALAKPARK (Director)	-	11/12	Participating	Did not hold the meeting
7.	Mr. PORNWUT SARASIN (Director)	-	11/12	Participating	Did not hold the meeting
8.	Mr. ACHAWIN ASAVABHOKIN (Director)	-	12/12	Participating	Did not hold the meeting
9.	Mrs. SUWANNA BHUDDHAPRASART (Director)	-	12/12	Participating	Did not hold the meeting
10.	Ms. VAREEPORN UDOMKUNNATUM (Director)	-	11/12	Participating	Did not hold the meeting
11.	Mr. WEERAPUN UNGSUMALEE (Director)	-	12/12	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. ANANT ASAVABHOKHIN (Chairman of the board)	-	360,000.00	6,560,000.00	Yes
2.	Mr. KHUNAWUT THUMPOMKUL (Director)	-	360,000.00	4,920,000.00	Yes

3.	Mr. BOONSOM LERDHIRUNWONG (Director)	-	240,000.00	3,280,000.00	Yes
4.	Mr. NAPORN SUNTHORNCHITCHAROEN (Director)	-	240,000.00	3,280,000.00	Yes
5.	Mr. RATHIAN SRIMONGKOL (Director)	-	240,000.00	3,280,000.00	Yes
6.	Ms. KESSARA THANYALAKPARK (Director)	-	220,000.00	3,280,000.00	Yes
7.	Mr. PORNWUT SARASIN (Director)	-	220,000.00	3,280,000.00	Yes
8.	Mr. ACHAWIN ASAVABHOKIN (Director)	-	240,000.00	3,280,000.00	Yes
9.	Mrs. SUWANNA BHUDDHAPRASART (Director)	-	240,000.00	3,280,000.00	Yes
10.	Ms. VAREEPORN UDOMKUNNATUM (Director)	-	220,000.00	3,280,000.00	Yes
11.	Mr. WEERAPUN UNGSUMALEE (Director)	-	0.00	3,280,000.00	Yes

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) : 12

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. BOONSOM LERDHIRUNWONG (Chairman of the audit committee)	-	12/12
2.	Mr. RATHIAN SRIMONGKOL (Audit committee)	-	12/12
3.	Ms. KESSARA THANYALAKPARK (Audit committee)	-	11/12