



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

HOME PRODUCT CENTER PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



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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

	2022	2023	2024
Total revenue from operations (Thousand baht)	69,389,430.92	72,821,770.06	72,576,516.98
Hard Line (Thousand baht)	44,269,274.08	45,214,765.37	45,004,215.56
Soft Line (Thousand baht)	9,960,739.77	9,621,494.52	9,345,299.26
Home Service (Thousand baht)	709,308.00	806,710.00	890,110.00
Revenue from Thailand (Thousand baht)	8,760,562.49	11,321,269.91	11,432,368.01
Revenue from International Business (Thousand baht)	1,391,000.00	1,319,071.19	1,280,028.22
Rental Income & Other income (Thousand baht)	4,298,546.58	4,538,458.79	4,624,495.93
Other (Thousand baht)	0.00	0.28	0.00
	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Hard Line (%)	63.80	62.09	62.01
Soft Line (%)	14.35	13.21	12.88
Home Service (%)	1.02	1.11	1.23
Revenue from Thailand (%)	12.63	15.55	15.75
Revenue from International Business (%)	2.00	1.81	1.76
Rental Income & Other income (%)	6.19	6.23	6.37
Other (%)	0.00	0.00	0.00

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	69,389,430.92	72,821,770.06	72,576,516.98
Domestic (Thousand baht)	67,998,430.92	71,502,698.87	71,296,488.76
International (Thousand baht)	1,391,000.00	1,319,071.19	1,280,028.22
Malaysia (Thousand baht)	1,382,000.00	1,307,761.84	1,277,222.98
Vietnam (Thousand baht)	9,000.00	11,309.35	2,805.24

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	98.00	98.19	98.24
International (%)	2.00	1.81	1.76
Malaysia (%)	99.35	99.14	99.78
Vietnam (%)	0.65	0.86	0.22

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	4,298,546.58	4,538,458.79	4,624,495.93
Other income from operations (Thousand baht)	2,577,961.97	2,656,227.91	2,770,130.82
Rental Income (Thousand baht)	1,720,584.62	1,882,230.89	1,854,365.12
Other income not from operations (Thousand baht)	1,720,584.61	1,882,230.88	1,854,365.11

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

	2022	2023	2024
Share of profit (Thousand baht)	-1,949.47	-862.32	838.63

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)	2022	2023	2024
R&D expenses in the past 3 years	161,000.00	162,000.00	281,000.00

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 Investments</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

- Competition risk

Personnel Loss

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

Product 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 Covenant / Bond 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

Exchange Rate

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Town and Country Planning Act

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

The Trade Competition Act

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Industrial Product Standards Act 1968 B.E.

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

The Direct Sales and Direct Marketing Act 2002 B.E.

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Personal Data Protection Act 2019 B.E.

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

The Hazardous Substances Act 1992 B.E.

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

The Consumer Protection Act 1979 B.E.

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

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

The Royal Decree on Businesses Operating Digital Platform Services That Must Be Notified 2022 B.E.

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Legal and Regulatory Risks Related to Greenhouse Gas Emission 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 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 Transition Risks

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

Shifting Consumer Preferences Toward Low-Carbon Products

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- ESG risk

Operational Risk

- Impact on the environment

Misinformation and Disinformation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Information security and cyber-attack

Extreme Weather Events

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Impact on the environment

Risk to Securities Holder (2.2.2)

Risk of Shareholder's Right 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

	2022	2023	2024
Diesel (Litres)	140,789.00	179,477.00	173,512.00
Gasoline (Litres)	7,720.00	8,899.00	9,971.00
LPG (Kilograms)	190,603.00	160,777.00	200,149.00

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	198,382,640.00	217,642,243.00	307,038,340.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	1,231,060.00	1,050,085.00	1,786,207.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	2,216,000.00	2,261,000.00	4,021,000.00
Remark :	In 2024, the amount of recycled waste and the amount of waste sent to landfills increased due to the inclusion of its subsidiaries and distribution center.		
Hazardous waste (Kilograms)	6,300.00	5,170.00	4,746.00
Total waste generated (Kilograms)	2,222,300.00	2,266,170.00	4,025,746.00

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	198.00	215.00	176.00
Scope 2 (Tons of carbon dioxide equivalents)	71,263.00	68,356.00	69,949.00
Remark :	1.The Company has set a target to reduce greenhouse gas emissions per HomePro store by 50% in Scope 1 and Scope 2, compared to the base year (2015). In 2024 greenhouse gas emissions (scope1-2) per HomePro store reduce 45% from base year. 2. The Company has recalculated scope 2 emission inventory since 2022.		
Scope 3 (Tons of carbon dioxide equivalents)	25,747.00	23,798.00	20,657.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	97,208.00	92,369.00	90,782.00

• 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

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

	2022	2023	2024
Number of male employees (Persons)	5,719	5,823	5,989
Number of female employees (Persons)	5,640	5,954	5,837
Total number of employees (Persons)	11,359	11,777	11,826

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	4,925,000,000.00	5,242,000,000.00	5,278,000,000.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	31.90	28.50	35.80
Employee development and training expenses (baht)	14,700,000.00	19,900,000.00	16,900,000.00

• Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	17	24	62
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Remark : In 2024, accident and injuries of employees from work increased due to the inclusion of its subsidiaries and distribution center.

• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	18.51	16.63	17.42

• **Significant labor dispute**

	2022	2023	2024
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: 74 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: Original director	8 Apr 2022	Property Development, Finance, Banking, Commerce, Economics

2.	Mr. NAPORN SUNTHORNCHITCHAROEN 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) Director type: Original director	29 May 2001	Property Development, Finance, Banking, Commerce, Economics
3.	Mr. KHUNAWUT THUMPOMKUL 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	Commerce, Finance, Economics, Property Development, Risk Management
4.	Mrs. SUWANNA BHUDDHAPRASART Gender: Female Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	2 Jul 2003	Property Development, Commerce, Economics, Accounting, Finance
5.	Mr. ACHAWIN ASAVABHOKIN Gender: Male Age: 49 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

6.	<p>Mr. BOONSOM LERDHIRUNWONG</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</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>	1 Oct 2014	<p>Property Development, Commerce, Information & Communication Technology, IT Management, Governance/ Compliance</p>
7.	<p>Mr. PORNWUT SARASIN</p> <p>Gender: Male</p> <p>Age: 65 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>	1 Oct 2015	<p>Packaging, Property Development, Food & Beverage, Commerce, Finance</p>
8.	<p>Mr. WEERAPUN UNGSUMALEE</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	1 Feb 2019	<p>Transportation & Logistics, Commerce, Information & Communication Technology, IT Management, Risk Management</p>
9.	<p>Mr. RATHIAN SRIMONGKOL</p> <p>Gender: Male</p> <p>Age: 65 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>	1 May 2023	<p>Economics, Finance, Governance/ Compliance, Risk Management, Health Care Services</p>

10.	Ms. KESSARA THANYALAKPARK Gender: Female Age: 50 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	1 May 2023	Economics, Accounting, Finance, Property Development, Governance/ Compliance
11.	Ms. VAREEPORN UDOMKUNNATUM Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	1 May 2023	Economics, Accounting, Finance, Property Development

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: 71 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: Re-elected as director	1 Oct 2014	Property Development, Commerce, Information & Communication Technology, IT Management, Governance/ Compliance
2. Mr. RATHIAN SRIMONGKOL Gender: Male Age: 65 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: Original director	1 May 2023	Economics, Finance, Governance/ Compliance, Risk Management, Health Care Services
3. Ms. KESSARA THANYALAKPARK [1] Gender: Female Age: 50 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: Original 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: 67 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: 66 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: 49 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 Mr. KHUNAWUT THUMPOMKUL Mr. PORNWUT SARASIN	Chairman Member Member

Risk Management Committee	Mr. KHUNAWUT THUMPOMKUL	Chairman
	Mr. WEERAPUN UNGSUMALEE	Member
	Ms. Wannee Juntamongkol	Member
	Ms. Jarusopha Thumkathikanon	Member
	Mr. Nitat Aroonthipaitoon	Member
	Ms. Sudapa Chamod	Member
	Ms. Sannipa Swangpuen	Member
Strategy and Sustainable Development Committee	Mr. KHUNAWUT THUMPOMKUL	Chairman
	Mr. WEERAPUN UNGSUMALEE	Member
	Mr. Vathunyu Visuthikosol	Member
	Mr. Chaiyuth Karunyasopon	Member
	Mr. Nitat Aroonthipaitoon	Member
	Ms. Wannee Juntamongkol	Member
	Ms. Ittaporn Srisukwattana	Member
	Ms. Jarusopha Thumkathikanon	Member
	Ms. Sudapa Chamod	Member
	Ms. Saowanee Sirariyakul	Member
Personal Data Protection Committee	Mr. WEERAPUN UNGSUMALEE	Chairman
	Ms. Sudapa Chamod	Member
	Ms. Wannee Juntamongkol	Member
	Ms. Saowanee Sirariyakul	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: 61 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: 66 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. Vathunyū Visuthikosol Gender: Male Age: 60 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: 60 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

	2022	2023	2024
Total executive remuneration (baht)	164,300,000.00	153,070,000.00	177,210,000.00

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) : 5,989

Number of female employees (persons) : 5,837

Total number of employees (persons) : 11,826

Employee Remuneration

Total employee remuneration : 5,278,000,000.00

Provident fund

Total number of employees (persons) : 11,826

Number of employees contributing to the PVD (persons) : 10,383

Percentage of employees who are members (%) : 87.80

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. Mrs. SUWANNA BHUDDHAPRASART Gender: Female Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 2 Jul 2003	Property Development, Commerce, Economics, Accounting, Finance
2. Mr. BOONSOM LERDHIRUNWONG Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 1 Oct 2014	Property Development, Commerce, Information & Communication Technology, IT Management, Governance/ Compliance
3. Mr. WEERAPUN UNGSUMALEE Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 1 Feb 2019	Transportation & Logistics, Commerce, Information & Communication Technology, IT Management, Risk Management

4.	Ms. VAREEPORN UDOMKUNNATUM Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 1 May 2023	Economics, Accounting, Finance, Property Development
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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. NAPORN SUNTHORNCHITCHAROEN	Director	Non-participating
Mr. KHUNAWUT THUMPOMKUL	Director	Non-participating
Mrs. SUWANNA BHUDDHAPRASART	Director	Non-participating
Mr. ACHAWIN ASAVABHOKIN	Director	Non-participating
Mr. BOONSOM LERDHIRUNWONG	Director	Participating
Mr. PORNWUT SARASIN	Director	Non-participating
Mr. WEERAPUN UNGSUMALEE	Director	Non-participating
Mr. RATHIAN SRIMONGKOL	Director	Non-participating
Ms. KESSARA THANYALAKPARK	Director	Non-participating
Ms. VAREEPORN UDOMKUNNATUM	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) : 12

Date of AGM meeting : 10 Apr 2024

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. ANANT ASAVABHOKHIN (Chairman of the board)	-	10/12	Non-participating	Did not hold the meeting
2.	Mr. NAPORN SUNTHORNCHITCHAROEN (Director)	-	12/12	Participating	Did not hold the meeting
3.	Mr. KHUNAWUT THUMPOMKUL (Director)	-	12/12	Participating	Did not hold the meeting
4.	Mrs. SUWANNA BHUDDHAPRASART (Director)	-	12/12	Participating	Did not hold the meeting
5.	Mr. ACHAWIN ASAVABHOKIN (Director)	-	12/12	Participating	Did not hold the meeting
6.	Mr. BOONSOM LERDHIRUNWONG (Director)	-	12/12	Participating	Did not hold the meeting
7.	Mr. PORNWUT SARASIN (Director)	-	10/12	Participating	Did not hold the meeting
8.	Mr. WEERAPUN UNGSUMALEE (Director)	-	12/12	Participating	Did not hold the meeting
9.	Mr. RATHIAN SRIMONGKOL (Director)	-	12/12	Participating	Did not hold the meeting
10.	Ms. KESSARA THANYALAKPARK (Director)	-	12/12	Participating	Did not hold the meeting
11.	Ms. VAREEPORN UDOMKUNNATUM (Director)	-	11/12	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)	-	300,000.00	6,373,709.00	Yes
2.	Mr. NAPORN SUNTHORNCHITCHAROEN (Director)	-	240,000.00	3,186,855.00	Yes
3.	Mr. KHUNAWUT THUMPOMKUL (Director)	-	360,000.00	4,780,282.00	Yes
4.	Mrs. SUWANNA BHUDDHAPRASART (Director)	-	240,000.00	3,186,855.00	Yes
5.	Mr. ACHAWIN ASAVABHOKIN (Director)	-	240,000.00	3,186,855.00	Yes
6.	Mr. BOONSOM LERDHIRUNWONG (Director)	-	240,000.00	3,186,855.00	Yes
7.	Mr. PORNWUT SARASIN (Director)	-	200,000.00	3,186,855.00	Yes
8.	Mr. WEERAPUN UNGSUMALEE (Director)	-	0.00	3,186,855.00	Yes
9.	Mr. RATHIAN SRIMONGKOL (Director)	-	240,000.00	2,296,930.00	Yes
10.	Ms. KESSARA THANYALAKPARK (Director)	-	240,000.00	2,296,930.00	Yes
11.	Ms. VAREEPORN UDOMKUNNATUM (Director)	-	220,000.00	2,296,930.00	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)	-	10/12