



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**SC ASSET CORPORATION 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 : SC ASSET CORPORATION PUBLIC COMPANY LIMITED

Symbol : SC

Address : 1010 VIPHAVADI RANGSIT ROAD, CHATUCHAK, CHATUCHAK

Province : Bangkok

Postcode : 10900

Business : Property Development

Registration Number : 01107546000253

Telephone : 0-2949-2000

Fax (if applicable) : 0-2949-2222

Website : [www.scasset.com](http://www.scasset.com)

Email : [www.ir@scasset.com](mailto:www.ir@scasset.com)

#### Total Shares Sold (shares)

Common Stock : 4,277,213,395

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)      | 21,583,006.33 | 24,487,092.73 | 20,302,404.28 |
| Property development for sales (Thousand baht)     | 20,653,991.05 | 23,369,527.88 | 18,955,223.69 |
| Rental and Rendering of Services (Thousand baht)   | 879,646.26    | 977,432.91    | 1,068,548.84  |
| Consulting and Management Services (Thousand baht) | 49,369.02     | 140,131.94    | 278,631.75    |

|  | 2022   | 2023   | 2024   |
|--|--------|--------|--------|
| Total revenue from operations (%)      | 100.00 | 100.00 | 100.00 |
| Property development for sales (%)     | 95.70  | 95.44  | 93.36  |
| Rental and Rendering of Services (%)   | 4.08   | 3.99   | 5.26   |
| Consulting and Management Services (%) | 0.23   | 0.57   | 1.37   |

By Geographical Area or Market

|   | 2022          | 2023          | 2024          |
|---|---------------|---------------|---------------|
| Total revenue from operations (Thousand baht) | 21,583,006.33 | 24,487,092.73 | 20,302,404.28 |
| Domestic (Thousand baht)                      | 21,529,778.66 | 24,404,762.71 | 20,184,686.59 |
| International (Thousand baht)                 | 53,227.67     | 82,330.02     | 117,717.69    |
| United States of America (Thousand baht)      | 53,227.67     | 82,330.02     | 117,717.69    |

|                                   | 2022   | 2023   | 2024   |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Domestic (%)                      | 99.75  | 99.66  | 99.42  |

|                              |        |        |        |
|------------------------------|--------|--------|--------|
| International (%)            | 0.25   | 0.34   | 0.58   |
| United States of America (%) | 100.00 | 100.00 | 100.00 |

#### Other income as specified in the financial statements

|  | 2022       | 2023       | 2024       |
|--|------------|------------|------------|
| Total other income (Thousand baht)               | 101,854.20 | 195,708.30 | 343,000.61 |
| Other income from operations (Thousand baht)     | 101,854.20 | 195,708.30 | 343,000.61 |
| Other income not from operations (Thousand baht) | 0.00       | 0.00       | 0.00       |

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

|                                 | 2022      | 2023      | 2024       |
|---------------------------------|-----------|-----------|------------|
| Share of profit (Thousand baht) | 55,268.21 | 54,333.26 | 171,851.95 |

## 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 | 17,202.00 | 21,000.00 | 12,879.15 |

# 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)**

**Risks related to quality development of products and services, due to changing social behavior**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Damage to company image and reputation

**Risks related to loss of community confidence due to its real estate development**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Human error in business operations
- Delays in the development of future projects
- Safety, occupational health, and working environment

Compliance Risk

- Violations of laws and regulations
- Legal risk



## **Risks related to delay of land acquisition due to fierce competition in the real estate market**

**Risk Management Measures:** Yes

### **Related Risk Topics**

#### Strategic Risk

- Volatility in the industry in which the company operates
- Competition risk
- Economic risk

#### Operational Risk

- Delays in the development of future projects

#### Financial Risk

- Insufficient sources of funding
- Liquidity risk

## **Risk related to high construction cost due to fluctuation in the prices of construction materials**

**Risk Management Measures:** Yes

### **Related Risk Topics**

#### Strategic Risk

- Volatility in the industry in which the company operates
- Reliance on large customers or few customers
- Economic risk

#### Operational Risk

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

#### Financial Risk

- Insufficient sources of funding
- Fluctuation in exchange rates, interest rates, or the inflation rate

- Liquidity risk

#### **Risk related to operations which may cause environmental impact**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

##### Strategic Risk

- Damage to company image and reputation
- ESG risk

##### Operational Risk

- Delays in the development of future projects
- Impact on the environment

##### Compliance Risk

- Violations of laws and regulations

#### **Risk related to cyber security**

**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
- Human error in business operations
- Information security and cyber-attack
- System disruption risk

##### Compliance Risk

- Violations of laws and regulations
- Legal risk

#### **The risk to real estate demand caused by economic instability**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

###### Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Competition risk
- Economic risk

###### Operational Risk

- Product obsolescence
- Delays in the development of future projects
- Inventory risk

###### Financial Risk

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

#### **The risk of changes of laws, rules, and regulation related to real estate development**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

###### Strategic Risk

- Damage to company image and reputation
- ESG risk

#### Operational Risk

- Human error in business operations
- Delays in the development of future projects
- Safety, occupational health, and working environment

#### Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance
- Legal risk

#### **Business continuity risk and customer confidence caused by climate change**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

##### Strategic Risk

- Behavior or needs of customers / consumers
- Damage to company image and reputation
- ESG risk
- Climate change and disasters

##### Operational Risk

- Human error in business operations
- Delays in the development of future projects
- Climate change and disasters
- Impact on the environment

## **Risk to Securities Holder (2.2.2)**

**Risk related to having major shareholders with over 25% ownership**

**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://www.scasset.com/th/investor/annual-report/>  
(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://www.scasset.com/scasset/wp-content/uploads/2021/12/นโยบายด้านสิ่งแวดล้อม\\_2564.pdf](https://www.scasset.com/scasset/wp-content/uploads/2021/12/นโยบายด้านสิ่งแวดล้อม_2564.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       |
|-----------------------------------|------------|------------|------------|
| Jet fuel (Litres)                 | 0.00       | 0.00       | 0.00       |
| Diesel (Litres)                   | 76,355.44  | 108,860.13 | 78,688.91  |
| Gasoline (Litres)                 | 325,539.67 | 144,663.59 | 107,772.47 |
| Fuel oil (Litres)                 | 0.00       | 0.00       | N/A        |
| Crude oil (Barrels)               | 0.00       | 0.00       | N/A        |
| Natural gas (Standard cubic feet) | 0.00       | 0.00       | N/A        |
| LPG (Kilograms)                   | 0.00       | 0.00       | N/A        |

|                       |      |      |     |
|-----------------------|------|------|-----|
| Steam (Metric tonnes) | 0.00 | 0.00 | N/A |
| Coal (Metric tonnes)  | 0.00 | 0.00 | N/A |

• Electricity consumption

|  | 2022          | 2023          | 2024          |
|--|---------------|---------------|---------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 12,683,330.20 | 14,586,512.00 | 16,017,802.60 |

Water management

• Water consumption

|                                       | 2022       | 2023       | 2024 |
|---------------------------------------|------------|------------|------|
| Total water withdrawal (Cubic meters) | 258,384.16 | 388,304.00 | 0.00 |

Waste management

• Waste from operations

|  | 2022              | 2023              | 2024        |
|--|-------------------|-------------------|-------------|
| Non-hazardous waste (Kilograms)          | 104,064.00        | 176,169.00        | N/A         |
| <b>Total waste generated (Kilograms)</b> | <b>104,064.00</b> | <b>176,169.00</b> | <b>0.00</b> |

Greenhouse gas management

• Greenhouse gas emissions

|   | 2022            | 2023            | 2024        |
|---|-----------------|-----------------|-------------|
| Scope 1 (Tons of carbon dioxide equivalents)                            | 474.00          | 598.00          | N/A         |
| Scope 2 (Tons of carbon dioxide equivalents)                            | 6,341.00        | 7,085.00        | N/A         |
| Scope 3 (Tons of carbon dioxide equivalents)                            | 1,699.00        | 1,827.00        | N/A         |
| <b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b> | <b>8,514.00</b> | <b>9,510.00</b> | <b>0.00</b> |



• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : Bureau verification (Thailand) 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://www.scasset.com/stocks/corporate\\_file/o0x0/e9/jp/y1iae9jpkcs/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3\\_%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99%E0%B8%9B%E0%B8%B5\\_2566\\_TH\\_FINAL.pdf](https://www.scasset.com/stocks/corporate_file/o0x0/e9/jp/y1iae9jpkcs/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3_%E0%B8%97%E0%B8%9A%E0%B8%97%E0%B8%A7%E0%B8%99%E0%B8%9B%E0%B8%B5_2566_TH_FINAL.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)         | 655          | 774          | 784          |
| Number of female employees (Persons)       | 557          | 699          | 747          |
| <b>Total number of employees (Persons)</b> | <b>1,212</b> | <b>1,473</b> | <b>1,531</b> |

##### • Employee remuneration

|                              | 2022             | 2023             | 2024             |
|------------------------------|------------------|------------------|------------------|
| Employee remuneration (baht) | 1,227,849,000.00 | 1,377,479,000.00 | 1,277,534,000.00 |

##### • Employee development and training

|   | 2022          | 2023          | 2024          |
|---|---------------|---------------|---------------|
| Average employee training hours (Hours / Person / Year) | 16.36         | 23.29         | 19.16         |
| Employee development and training expenses (baht)       | 10,150,000.00 | 17,060,000.00 | 14,650,000.00 |

• Health, safety and work environment

|  | 2022 | 2023 | 2024 |
|--|------|------|------|
| Total number of lost time injury incidents by employees<br>(Cases) | 0    | 0    | 0    |

• Employee retention

|  | 2022  | 2023  | 2024  |
|--|-------|-------|-------|
| Percentage of employees who voluntarily resigned (%) | 11.63 | 15.82 | 18.16 |

• 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://www.scasset.com/th/about-us/company-governance/governance-policy>

#### 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          | 10                | 90.91          |
| Number of female directors        | 1                 | 9.09           |
| Number of executive directors     | 2                 | 18.18          |
| Number of non-executive directors | 9                 | 81.82          |
| Number of independent directors   | 7                 | 63.64          |

#### 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. RATH KITVEJOSOTH<br>Gender: Male<br>Age: 72 years old<br>Highest level of education:<br>Bachelor's degree<br>Major: Law<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Chairman of the board<br>(Non-executive,<br>Independent director)<br><br>Director type: Re-elected<br>as director | 13 Nov 2003               | Law, Finance, Corporate<br>Management |

|    |  |  |             |   |
|----|--|--|-------------|---|
| 2. | <p>Mr. NUTTAPHONG KUNAKORNWONG</p> <p>Gender: Male</p> <p>Age: 44 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>Vice Chairman (Executive)</p> <p>Director type: Original director</p>                           | 19 Jan 2017 | Property Development, Business Administration, Sustainability           |
| 3. | <p>Mr. NITATH NHAWAPATHADOLN</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>                | <p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>      | 31 Jan 2007 | Accounting, Risk Management, Internal Control                           |
| 4. | <p>Mr. PRECHA SEKHARARIDHI</p> <p>Gender: Male</p> <p>Age: 77 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 (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p> | 26 Mar 2007 | Engineering, Risk Management, Internal Control, Business Administration |
| 5. | <p>Mr. NATHPATH OUAJAI</p> <p>Gender: Male</p> <p>Age: 66 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 (Non-executive)</p> <p>Director type: Re-elected as director</p>                       | 28 Feb 2011 | Corporate Management, Engineering, Property Development                 |



|    |  |   |             |   |
|----|--|---|-------------|---|
| 6. | <p>Mr. SONGSAK PREMSUK</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: architecture</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> | 23 Apr 2015 | Digital Marketing, Media & Publishing, Sustainability             |
| 7. | <p>Mrs. VILASINEE PUDDHIKARANT</p> <p>Gender: Female</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</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>      | 15 Jan 2016 | Information & Communication Technology, Economics, Sustainability |
| 8. | <p>Mr. ATTAPOL SARIDDIPUNTAWAT</p> <p>Gender: Male</p> <p>Age: 59 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>(Executive)</p> <p>Director type: Original director</p>                                | 21 Apr 2017 | Finance, Accounting, Business Administration                      |
| 9. | <p>Dr. TANAI CHARINSARN</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Information Technology</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>      | 21 Apr 2022 | Information & Communication Technology, Strategic Management      |

|     |  |   |             |  |
|-----|--|---|-------------|--|
| 10. | Mr. ANEK PANA-APICHON<br>Gender: Male<br>Age: 59 years old<br>Highest level of education:<br>Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director | 21 Apr 2022 | Finance, Business<br>Administration, Audit |
| 11. | Mr. Somboon Kuptimanus<br>Gender: Male<br>Age: 64 years old<br>Highest level of education:<br>Barrister<br>Major: Law<br>Thai nationality: Yes<br>Residing in Thailand: Yes                          | Director<br>(Non-executive)<br><br>Director type: Original<br>director                          | 16 Feb 2023 | Law, Governance/ Compliance                |

#### 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 | : 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. ANEK PANA-APICHON [1]<br>Gender: Male<br>Age: 59 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Chairman of the audit committee<br>(Non-executive, Independent director)<br>Director type: Original director | 11 May 2022               | Finance, Business Administration, Audit                                 |
| 2. Mr. NITATH NHAWAPATHADOLN [1]<br>Gender: Male<br>Age: 72 years old<br>Highest level of education: Master's degree<br>Major: Accounting<br>Thai nationality: Yes<br>Residing in Thailand: Yes          | Audit committee<br>(Non-executive, Independent director)<br>Director type: Re-elected as director            | 31 Jan 2007               | Accounting, Risk Management, Internal Control                           |
| 3. Mr. PRECHA SEKHARARIDHI [1]<br>Gender: Male<br>Age: 77 years old<br>Highest level of education: Master's degree<br>Major: Engineering<br>Thai nationality: Yes<br>Residing in Thailand: Yes           | Audit committee<br>(Non-executive, Independent director)<br>Director type: Original director                 | 14 Nov 2011               | Engineering, Risk Management, Internal Control, Business Administration |

[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. NUTTAPHONG KUNAKORNWONG<br>Gender: Male<br>Age: 44 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Member of the executive committee | 13 Jul 2011               |
| 2. Mr. NATHPATH OUAJAI<br>Gender: Male<br>Age: 66 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes         | Member of the executive committee | 1 Mar 2007                |
| 3. Mr. SONGSAK PREMSUK<br>Gender: Male<br>Age: 66 years old<br>Highest level of education: Bachelor's degree<br>Major: architecture<br>Thai nationality: Yes<br>Residing in Thailand: Yes                  | Member of the executive committee | 13 May 2015               |
| 4. Mrs. VILASINEE PUDDHIKARANT<br>Gender: Female<br>Age: 69 years old<br>Highest level of education: Bachelor's degree<br>Major: Economics<br>Thai nationality: Yes<br>Residing in Thailand: Yes           | Member of the executive committee | 15 Jan 2016               |

|    |   |                                   |             |
|----|---|-----------------------------------|-------------|
| 5. | Mr. ATTAPOL SARIDDIPUNTAWAT<br>Gender: Male<br>Age: 59 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Member of the executive committee | 12 May 2017 |
| 6. | Dr. TANAI CHARINSARN<br>Gender: Male<br>Age: 51 years old<br>Highest level of education: Doctoral degree<br>Major: Information Technology<br>Thai nationality: Yes<br>Residing in Thailand: Yes         | Member of the executive committee | 11 May 2022 |

## Other sub-committees

### Sub-committees information

| Name of sub-committees   | List of directors           | Position |
|--|-----------------------------|----------|
| The Nomination and Remuneration Committee                      | Mr. NITATH NHAWAPATHADOLN   | Chairman |
|  | Mr. PRECHA SEKHARARIDHI     | Member   |
|  | Mr. SONGSAK PREMSUK         | Member   |
| The Sustainable Development and Corporate Governance Committee | Mr. SONGSAK PREMSUK         | Chairman |
|  | Mr. NUTTAPHONG KUNAKORNWONG | Member   |
|  | Mrs. VILASINEE PUDDHIKARANT | Member   |
| The Risk Management Committee                                  | Mr. PRECHA SEKHARARIDHI     | Chairman |
|  | Mr. NUTTAPHONG KUNAKORNWONG | Member   |
|  | Mr. ATTAPOL SARIDDIPUNTAWAT | Member   |
|  | Mr. NITATH NHAWAPATHADOLN   | Member   |
|  | Dr. TANAI CHARINSARN        | Member   |

### Roles of Sub-committees

Sub-committees responsible for risk management : The Risk Management Committee

Sub-committees responsible for nomination : The Nomination and Remuneration Committee

|   |  |
|---|--|
| Sub-committees responsible for remuneration                         | : The Nomination and Remuneration Committee                      |
| Sub-committees responsible for corporate governance                 | : The Sustainable Development and Corporate Governance Committee |
| Sub-committees responsible for corporate sustainability development | : The Sustainable Development and Corporate Governance 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. NUTTAPHONG KUNAKORNWONG<br>Gender: Male<br>Age: 44 years old<br>Highest level of education: Master's degree<br>Major: Business Administration | CHIEF EXECUTIVE OFFICER            | 1 Jan 2015                | Property Development, Business Administration, Sustainability |
| 2. Mr. ATTAPOL SARIDDIPUNTAWAT<br>Gender: Male<br>Age: 59 years old<br>Highest level of education: Master's degree<br>Major: Business Administration | Chief Corporate Officer            | 1 Apr 2017                | Finance, Accounting, Business Administration                  |
| 3. Mr. Manit Banchongthanakit<br>Gender: Male<br>Age: 56 years old<br>Highest level of education: Master's degree<br>Major: Management               | Chief Business Development Officer | 16 Jul 2010               | Property Development, Project Management, Engineering, Design |
| 4. Mr. Paphandech Pacharachanant<br>Gender: Male<br>Age: 60 years old<br>Highest level of education: Bachelor's degree<br>Major: Engineering         | Chief Business Support Officer     | 1 Jan 2012                | Project Management, Budgeting, Data Analysis, Engineering     |

|    |   |  |             |  |
|----|---|--|-------------|--|
| 5. | Mr. Mongkut Techolarn<br>Gender: Male<br>Age: 52 years old<br>Highest level of education: Master's degree<br>Major: Business Administration               | Chief Operating Officer – Property Development – Low Rise  | 1 Jan 2018  | Project Management, Construction Materials, Property Development |
| 6. | Ms. Namtip Promchua [1][2]<br>Gender: Female<br>Age: 54 years old<br>Highest level of education: Master's degree<br>Major: Accounting                     | Chief Financial Officer                                    | 1 Jul 2019  | Finance, Accounting  |
| 7. | Mrs. Kanokon Limkumnerd<br>Gender: Female<br>Age: 45 years old<br>Highest level of education: Master's degree<br>Major: Real Estate Development & Finance | Chief Operating Officer – Property Development – High Rise | 10 Mar 2021 | Property Development, Project Management, Finance                |
| 8. | Mr. Putikarn Aurat<br>Gender: Male<br>Age: 48 years old<br>Highest level of education: Master's degree<br>Major: Business Administration                  | Chief People Officer                                       | 1 Feb 2024  | Human Resource Management, 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)

### Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : Yes

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

|  |                |
|--|----------------|
| Number of male employees (persons)         | : 784          |
| Number of female employees (persons)       | : 747          |
| <b>Total number of employees (persons)</b> | <b>: 1,531</b> |

#### Employee Remuneration

|                             |                    |
|-----------------------------|--------------------|
| Total employee remuneration | : 1,277,534,000.00 |
|-----------------------------|--------------------|

#### Provident fund

|   |         |
|---|---------|
| Total number of employees (persons)                   | : 1,531 |
| Number of employees contributing to the PVD (persons) | : 1,175 |
| Percentage of employees who are members (%)           | : 76.75 |



# 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. RATH KITVEJOSOTH<br>Gender: Male<br>Age: 72 years old<br>Highest level of education:<br>Bachelor's degree<br>Major: Law<br>Thai nationality: Yes<br>Residing in Thailand: Yes                  | Chairman of the board<br>(Non-executive,<br>Independent director)<br><br>Director type: Re-elected<br>as director | Date position was<br>assumed:<br>13 Nov 2003 | Law, Finance, Corporate<br>Management  |
| 2. Mr. PRECHA SEKHARARIDHI<br>Gender: Male<br>Age: 77 years old<br>Highest level of education:<br>Master's degree<br>Major: Engineering<br>Thai nationality: Yes<br>Residing in Thailand: Yes         | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Re-elected<br>as director              | Date position was<br>assumed:<br>26 Mar 2007 | Engineering, Risk<br>Management, Internal<br>Control, Business<br>Administration |
| 3. Mr. NATHPATH OUAJAI<br>Gender: Male<br>Age: 66 years old<br>Highest level of education:<br>Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive)<br><br>Director type: Re-elected<br>as director                                       | Date position was<br>assumed:<br>28 Feb 2011 | Corporate Management,<br>Engineering, Property<br>Development                    |

|    |                             |                                       |                            |   |
|----|-----------------------------|---------------------------------------|----------------------------|---|
| 4. | Mr. SONGSAK PREMSUK         | Director                              | Date position was assumed: | Digital Marketing, Media & Publishing, Sustainability |
|    | Gender: Male                | (Non-executive, Independent director) | 23 Apr 2015                |   |
|    | Age: 66 years old           |                                       |                            |   |
|    | Highest level of education: |                                       |                            |   |
|    | Bachelor's degree           | Director type: Re-elected as director |                            |   |
|    | Major: architecture         |                                       |                            |   |
|    | Thai nationality: Yes       |                                       |                            |   |
|    | Residing in Thailand: Yes   |                                       |                            |   |

## Development of directors over the past year

| List of directors           | Position              | Participated in director development program |
|-----------------------------|-----------------------|--|
| Mr. RATH KITIVEJOSOTH       | Chairman of the board | Non-participating                            |
| Mr. NUTTAPHONG KUNAKORNWONG | Vice Chairman         | Non-participating                            |
| Mr. NITATH NHAWAPATHADOLN   | Director              | Non-participating                            |
| Mr. PRECHA SEKHARARIDHI     | Director              | Non-participating                            |
| Mr. NATHPATH OUAJAI         | Director              | Participating                                |
| Mr. SONGSAK PREMSUK         | Director              | Participating                                |
| Mrs. VILASINEE PUDDHIKARANT | Director              | Participating                                |
| Mr. ATTAPOL SARIDDIPUNTAWAT | Director              | Non-participating                            |
| Dr. TANAI CHARINSARN        | Director              | Non-participating                            |
| Mr. ANEK PANA-APICHON       | Director              | Participating                                |
| Mr. Somboon Kuptimanus      | 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) : 7

Date of AGM meeting : 24 Apr 2024

EGM meeting : No

|     | List of directors                               | Termination date | Number of Board Meeting | AGM meetings  | EGM meetings             |
|-----|---|------------------|-------------------------|---------------|--------------------------|
| 1.  | Mr. RATH KITVEJOSOTH<br>(Chairman of the board) | -                | 7/7                     | Participating | Did not hold the meeting |
| 2.  | Mr. NUTTAPHONG KUNAKORNWONG<br>(Vice Chairman)  | -                | 6/7                     | Participating | Did not hold the meeting |
| 3.  | Mr. NITATH NHAWAPATHADOLN<br>(Director)         | -                | 7/7                     | Participating | Did not hold the meeting |
| 4.  | Mr. PRECHA SEKHARARIDHI<br>(Director)           | -                | 7/7                     | Participating | Did not hold the meeting |
| 5.  | Mr. NATHPATH OUAJAI<br>(Director)               | -                | 7/7                     | Participating | Did not hold the meeting |
| 6.  | Mr. SONGSAK PREMSUK<br>(Director)               | -                | 7/7                     | Participating | Did not hold the meeting |
| 7.  | Mrs. VILASINEE PUDDHIKARANT<br>(Director)       | -                | 7/7                     | Participating | Did not hold the meeting |
| 8.  | Mr. ATTAPOL SARIDDIPUNTAWAT<br>(Director)       | -                | 7/7                     | Participating | Did not hold the meeting |
| 9.  | Dr. TANAI CHARINSARN<br>(Director)              | -                | 6/7                     | Participating | Did not hold the meeting |
| 10. | Mr. ANEK PANA-APICHON<br>(Director)             | -                | 7/7                     | Participating | Did not hold the meeting |
| 11. | Mr. Somboon Kuptimanus<br>(Director)            | -                | 7/7                     | 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. RATH KITVEJOSOTH<br>(Chairman of the board) | -                | 1,800,000.00             | 700,000.00                         | No                 |
| 2. | Mr. NUTTAPHONG KUNAKORNWONG<br>(Vice Chairman)  | -                | 0.00                     | 0.00                               | No                 |

|     |   |   |            |              |    |
|-----|---|---|------------|--------------|----|
| 3.  | Mr. NITATH NHAWAPATHADOLN<br>(Director)   | - | 175,000.00 | 650,000.00   | No |
| 4.  | Mr. PRECHA SEKHARARIDHI<br>(Director)     | - | 175,000.00 | 650,000.00   | No |
| 5.  | Mr. NATHPATH OUAJAI<br>(Director)         | - | 175,000.00 | 1,010,000.00 | No |
| 6.  | Mr. SONGSAK PREMSUK<br>(Director)         | - | 175,000.00 | 650,000.00   | No |
| 7.  | Mrs. VILASINEE PUDDHIKARANT<br>(Director) | - | 175,000.00 | 600,000.00   | No |
| 8.  | Mr. ATTAPOL SARIDDIPUNTAWAT<br>(Director) | - | 0.00       | 0.00         | No |
| 9.  | Dr. TANAI CHARINSARN<br>(Director)        | - | 150,000.00 | 600,000.00   | No |
| 10. | Mr. ANEK PANA-APICHON<br>(Director)       | - | 175,000.00 | 650,000.00   | No |
| 11. | Mr. Somboon Kuptimanus<br>(Director)      | - | 175,000.00 | 600,000.00   | No |

## 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) : 9

|    | List of directors  | Termination date | Number of the audit committee meeting |
|----|--|------------------|---------------------------------------|
| 1. | Mr. ANEK PANA-APICHON<br>(Chairman of the audit committee) | -                | 9/9                                   |
| 2. | Mr. NITATH NHAWAPATHADOLN<br>(Audit committee)             | -                | 9/9                                   |
| 3. | Mr. PRECHA SEKHARARIDHI<br>(Audit committee)               | -                | 9/9                                   |