

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PRUKSA HOLDING PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023

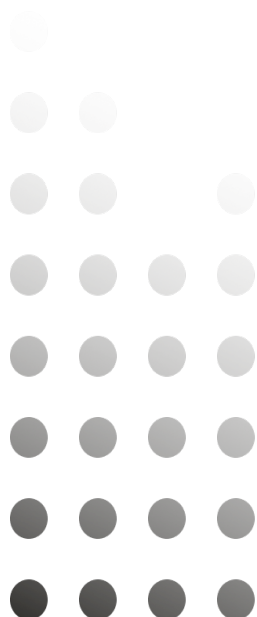


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : PRUKSA HOLDING PUBLIC COMPANY LIMITED

Symbol : PSH

Address : 1177, Pearl Bangkok Building, Phahonyothin Road, Phayathai
Sub-District, Phayathai District

Province : Bangkok

Postcode : 10400

Business : Holding Company

Registration Number : 0107559000052

Telephone : 0-2080-1739

Fax (if applicable) : 0-2080-1700

Website : <http://www.psh.co.th>

Email : ir@pruksa.com

Total Shares Sold (shares)

Common Stock : 2,188,504,922

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	28,430,202.40	28,640,482.17	26,132,110.11
Real Estate Developoment for Sale (Thousand baht)	28,040,732.32	27,190,945.94	22,356,599.53
Healthcare Business (Thousand baht)	270,159.17	1,211,247.87	1,819,545.48
Other (Thousand baht)	119,310.91	238,288.36	1,955,965.10

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Real Estate Developoment for Sale (%)	98.63	94.94	85.55
Healthcare Business (%)	0.95	4.23	6.96
Other (%)	0.42	0.83	7.48

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	28,430,202.40	28,640,482.17	26,132,110.11
Domestic (Thousand baht)	28,426,163.55	28,640,482.17	25,810,130.02
International (Thousand baht)	4,038.85	0.00	321,980.09

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	99.99	100.00	98.77
International (%)	0.01	0.00	1.23

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	119,310.91	238,288.36	1,955,965.10
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	119,310.91	238,288.36	1,955,965.10
Gain on exchange rate (Thousand baht)	0.00	11,282.54	30,432.89
Gain on loss of control in subsidiaries (Thousand baht)	0.00	0.00	858,106.88
Interest and other income (Thousand baht)	119,310.91	227,005.82	1,067,425.32

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

	2021	2022	2023
Share of profit (Thousand baht)	109,598.62	29,240.66	12,313.41

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)	2021	2022	2023
R&D expenses in the past 3 years	N/A	N/A	16,204.60

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)

Strategic Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Competition risk
- Economic risk
- New business risk
- Corporate ownership structure risk
- ESG risk
- Pandemic risk
- Climate change and disasters

Operational Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Business operations that have no commercial results
- Property lease agreement execution
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Impact on human rights
- Corruption
- System disruption risk
- Inventory risk

- Pandemic risk

Financial and Investment Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Unhedged loan and borrowing in a foreign currency
- Liquidity risk
- Income volatility

Project Management Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Product obsolescence
- Information security and cyber-attack

- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Business operations that have no commercial results
- Property lease agreement execution
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Impact on human rights
- Corruption
- System disruption risk
- Inventory risk
- Pandemic risk

Compliance Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Sustainability Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Competition risk
- Economic risk
- New business risk
- Corporate ownership structure risk
- ESG risk
- Pandemic risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Business operations that have no commercial results
- Property lease agreement execution
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Impact on human rights
- Corruption
- System disruption risk
- Inventory risk
- Pandemic risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

- Legal risk

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Unhedged loan and borrowing in a foreign currency
- Liquidity risk
- Income volatility

New Emerging Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

- Competition risk
- Economic risk
- New business risk
- Corporate ownership structure risk
- ESG risk
- Pandemic risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Business operations that have no commercial results
- Property lease agreement execution
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Impact on human rights

- Corruption
- System disruption risk
- Inventory risk
- Pandemic risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Unhedged loan and borrowing in a foreign currency
- Liquidity risk
- Income volatility

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.psh.co.th/th/sustainable-development/sustainable-development-policy>

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.psh.co.th/storage/content/sustainable-development/policy/20240123-psh-sustainable-development-policy-th.pdf>

Company environmental guideline : Electricity 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

	2021	2022	2023
Diesel (Litres)	N/A	N/A	54,390.31
Gasoline (Litres)	N/A	61,491.00	27,581.90

Remark : The variation in the data stemmed from differences in the coverage of data collection.

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	4,882,493.95	19,229,958.43	17,481,394.41

Remark : The variation in the data stemmed from differences in the coverage of data collection.

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	70,877.00	1,067,857.25	1,206,133.31

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	115,148.38	8,188.50	101,005.00
Remark :	The variation in the data stemmed from differences in the coverage of data collection.		
Hazardous waste (Kilograms)	0.00	0.00	0.00
Total waste generated (Kilograms)	115,148.38	8,188.50	101,005.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	153.00	1,145.00	199.16
Scope 2 (Tons of carbon dioxide equivalents)	2,249.00	9,615.00	8,690.83
Scope 3 (Tons of carbon dioxide equivalents)	3,567.00	109,557.00	24,352.67
Remark :	Scope 3 data includes the expenses of construction, fuel charge and electricity.		
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	5,969.00	120,317.00	33,242.66
Remark :	The variation in the data stemmed from differences in the coverage of data collection.		

• 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://www.psh.co.th/storage/content/corporate-governance/corporate-policy/code-of-conduct/20231117-psh-code-of-conduct-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

	2021	2022	2023
Number of male employees (Persons)	815	802	722
Number of female employees (Persons)	828	797	853
Total number of employees (Persons)	1,643	1,599	1,575

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	1,725,431,995.00	1,709,694,227.00	1,408,038,362.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	8.95	15.41	26.50
Employee development and training expenses (baht)	5,000,000.00	5,000,000.00	10,550,000.00

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	4	2	3
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	14.49	18.20	15.94

• **Significant labor dispute**

	2021	2022	2023
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.psh.co.th/th/sustainable-development/sustainable-development-policy https://www.psh.co.th/th/sustainable-development/sustainable-development-policy https://www.psh.co.th/th/sustainable-development/sustainable-development-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
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Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct	: Yes
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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
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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	1	9.09
Number of non-executive directors	10	90.91
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. PRASARN TRAIRATVORAKUL Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	29 Apr 2016	Economics, Finance, Banking, Finance & Securities, Petrochemicals & Chemicals, Property Development, Property Fund & REITs, Commerce, Accounting, Fund Management, Statistics, Engineering, Leadership, Strategic Management, Budgeting, Risk Management, Audit, Internal Control, Governance/ Compliance

2.	Mr. THONGMA VIJITPONGPUN Gender: Male Age: 65 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Re-elected as director	16 Mar 2016	Engineering, Property Development, Business Administration, Economics, Construction Materials, Construction Services, Procurement, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management
3.	Mr. WICHIAN MEKTRAKARN Gender: Male Age: 69 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	16 Mar 2016	Information & Communication Technology, Engineering, Business Administration, Economics, Commerce, Marketing, Accounting, Finance, Human Resource Management, IT Management, Data Management, Statistics, Digital Marketing, Brand Management, Strategic Management, Risk Management, Audit
4.	Mr. ANUSORN SANGNIMNUAN Gender: Male Age: 69 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	29 Apr 2016	Governance/ Compliance, Energy & Utilities, Sustainability, Corporate Social Responsibility, Economics, Business Administration, Property Development, Commerce, Strategic Management, Risk Management, Engineering, Petrochemicals & Chemicals
5.	Mrs. RATTANA PROMSAWAD Gender: Female Age: 62 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	29 Apr 2016	Procurement, Governance/ Compliance, Business Administration, Economics, Banking, Law, Accounting, Finance, Sustainability

6.	Mr. WEERACHAI NGAMDEEVILAISAK Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	29 Apr 2016	Accounting, Risk Management, Internal Control, Business Administration, Economics, Finance & Securities, Insurance, Banking, Finance, Corporate Social Responsibility, Data Analysis, Data Management, Audit, Budgeting, Governance/ Compliance
7.	Mr. PIYASVASTI AMRANAND Gender: Male Age: 70 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	29 Apr 2016	Economics, Finance, Banking, Business Administration, Energy & Utilities, Commerce, Transportation & Logistics, Tourism & Leisure, Marketing, Accounting, Human Resource Management, Procurement, Fund Management, Negotiation, Corporate Management, Leadership, Audit, Risk Management, Internal Control, Data Analysis, Professional Services, Property Development
8.	Mr. PIYAMITR SRITARA Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	16 Feb 2017	Health Care Services, Business Administration, Economics, Personal Products & Pharmaceuticals, Human Resource Management, Risk Management, Audit, Internal Control

9.	Mr. ANUWAT JONGYINDEE Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	1 Feb 2019	Governance/ Compliance, Accounting, Internal Control, Business Administration, Economics, Property Development, Professional Services, Finance, Sustainability, Data Management, Data Analysis, Project Management, Strategic Management, Leadership, Risk Management, Audit
10.	Mr. KITIPONG URAPEEPATANAPONG Gender: Male Age: 68 years old Highest level of education: Honorary degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	26 Apr 2016	Law, Business Administration, Economics, Banking, Finance & Securities, Property Development, Negotiation, Corporate Management, Leadership, Risk Management, Governance/ Compliance
11.	Mr. UTEN LOHACHITPITAKS Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	28 Apr 2022	Property Development, Business Administration, Economics, Banking, Finance & Securities, Construction Materials, Construction Services, Property Fund & REITs, Commerce, Professional Services, Accounting, Finance, Human Resource Management, Sustainability, Procurement, Fund Management, IT Management, Data Management, Data Analysis, Statistics, Brand Management, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting, 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. PIYASVASTI AMRANAND Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	29 Apr 2016	Economics, Finance, Banking, Business Administration, Energy & Utilities, Commerce, Transportation & Logistics, Tourism & Leisure, Marketing, Accounting, Human Resource Management, Procurement, Fund Management, Negotiation, Corporate Management, Leadership, Audit, Risk Management, Internal Control, Data Analysis, Professional Services, Property Development
2.	Mr. WEERACHAI NGAMDEEVILAI SAK [1] Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	29 Apr 2016	Accounting, Risk Management, Internal Control, Business Administration, Economics, Finance & Securities, Insurance, Banking, Finance, Corporate Social Responsibility, Data Analysis, Data Management, Audit, Budgeting, Governance/ Compliance

3.	Mr. ANUWAT JONGYINDEE [1] Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	1 Feb 2019	Governance/ Compliance, Accounting, Internal Control, Business Administration, Economics, Property Development, Professional Services, Finance, Sustainability, Data Management, Data Analysis, Project Management, Strategic Management, Leadership, Risk Management, Audit
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[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. THONGMA VIJITPONGPUN Gender: Male Age: 65 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 Jan 2022
2. Mr. UTEN LOHACHITPITAKS Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	14 Jan 2022

3.	Mr. WICHIAN MEKTRAKARN Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	19 Apr 2016
4.	Mr. Piya Prayong Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	19 Apr 2016
5.	Ms. Surawee Chaithumrongkool Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 May 2022
6.	Mr. Porntep Suppataratarn Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 Jul 2017
7.	Ms. Matukorn Salyapongs Gender: Female Age: 44 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 Nov 2022

8.	Mr. Kanes Kanjanakaew Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	10 Aug 2022
9.	M.D. Pichit Kangwolkij Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Dec 2023
10.	Ms. Chitchaya Tuchinda Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Dec 2023

List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Ms. Pornpat Ongnithiwat Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Master In Marketing, Master of Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 1 Jul 2021 Date directorship ended: 1 Feb 2023	No replacement director

2.	Ms. Angkana Likhitchanyakul Gender: Female Age: 48 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 1 Aug 2019 Date directorship ended: 1 Oct 2023	Ms. Chitchaya Tuchinda Date position was assumed: 15 Dec 2023
3.	Mr. Somsak Akksilp Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 11 Nov 2022 Date directorship ended: 16 Oct 2023	M.D. Pichit Kangwolkij Date position was assumed: 15 Dec 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Oversight Committee	Mr. WEERACHAI NGAMDEEVILAIK	Chairman
	Mr. KITIPONG URAPEEPATANAPONG	Member
	Mr. PIYAMITR SRITARA	Member
	Mr. THONGMA VIJITPONGPUN	Member
Nomination & Remuneration Committee	Mr. WEERACHAI NGAMDEEVILAIK	Chairman
	Mr. ANUSORN SANGNIMNUAN	Member
	Mr. THONGMA VIJITPONGPUN	Member
	Mr. WICHIAN MEKTRAKARN	Member
Corporate Governance and Sustainable Development Committee	Mr. ANUSORN SANGNIMNUAN	Chairman
	Mr. ANUWAT JONGYINDEE	Member
	Mrs. RATTANA PROMSAWAD	Member
Investment Committee	Mr. UTEN LOHACHITPITAKS	Chairman
	Mr. THONGMA VIJITPONGPUN	Member
	Mr. WICHIAN MEKTRAKARN	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Oversight Committee
Sub-committees responsible for nomination	: Nomination & Remuneration Committee
Sub-committees responsible for remuneration	: Nomination & Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance 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. UTEN LOHACHITPITAKS Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Management	Chief Executive Officer	4 Jan 2022	Property Development, Business Administration, Economics, Banking, Finance & Securities, Construction Materials, Construction Services, Property Fund & REITs, Commerce, Professional Services, Accounting, Finance, Human Resource Management, Sustainability, Procurement, Fund Management, IT Management, Data Management, Data Analysis, Statistics, Brand Management, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance
2. M.D. Pichit Kangwolkij Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Medicine	Deputy Group Chief Executive Officer	8 May 2023	Business Administration, Health Care Services, Professional Services, Marketing, Finance, Human Resource Management, Data Management, Leadership
3. Ms. Surawee Chaithumrongkool [1] Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Finance	Group Chief Financial Officer	1 Apr 2022	Finance, Accounting, Internal Control, Finance & Securities, Banking, Fund Management

4.	Mr. Porntep Suppataratarn Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration	Group Chief Procurement and Supply Chain Officer	7 Nov 2016	Human Resource Management, Procurement, Engineering
5.	Ms. Matukorn Salyapongs Gender: Female Age: 44 years old Highest level of education: Bachelor's degree Major: Business Administration	Group Chief Human Resource Officer	1 Nov 2022	Human Resource Management
6.	Mr. Kanes Kanjanakaew Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Finance	Group Chief Digital & Innovation Officer	16 Jul 2022	Finance, IT Management
7.	Ms. Chitchaya Tuchinda Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Finance	Group Chief Marketing Officer	16 Nov 2023	Business Administration, Fashion, Property Development, Media & Publishing, Marketing, IT Management, Data Analysis, Digital Marketing, Brand Management, Negotiation, Project Management, Design
8.	Ms. Rustai Woraittanon [2] Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Management	Head of Corporate Accounting	16 May 2023	Business Administration, Banking, Finance & Securities, Accounting, Finance

[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 policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	59,602,094.00	104,385,721.00	94,839,667.00

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) : 722

Number of female employees (persons) : 853

Total number of employees (persons) : 1,575

Employee Remuneration

Total employee remuneration : 1,408,038,362.00

Provident fund

Total number of employees (persons) : 1,575

Number of employees contributing to the PVD (persons) : 753

Percentage of employees who are members (%) : 47.81

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Rustai Woraittanon	rustai_w@pruksa.com	

- Company secretary

General information	Email	Telephone
1. Ms. Rasamee Yongrasameewong	rasamee_y@pruksa.com	

- Head of internal audit

General information	Email	Telephone
1. Mr. Suparak Inthajak	suparak_i@pruksa.com	

- Head of compliance unit

General information	Email	Telephone
1. Ms. Rasamee Yongrasameewong	rasamee_y@pruksa.com	

- Head of investor relations

General information	Email	Telephone
1. Ms. Tipnipa Kananub	tipnipa_k@pruksa.com	

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	1. Ms. Sujitra Masena	8,380,500.00	-
	Email: sujitra@kpmg.co.th		
	Telephone: 02 677 2000		
	2. Ms. Nawarat Nitikeatipong		
	Email: nawarat@kpmg.co.th		
	Telephone: 02 677 2000		
	3. Mr. Veerachai Ratanajaratkul		
	Email: veerachai@kpmg.co.th		
	Telephone: 02 677 2000		
	4. Ms. Marisa Tharathornbunpakul		
	Email: marisa@kpmg.co.th		
	Telephone: 02 677 2000		

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. PRASARN TRAIRATVORAKUL Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 29 Apr 2016	Economics, Finance, Banking, Finance & Securities, Petrochemicals & Chemicals, Property Development, Property Fund & REITs, Commerce, Accounting, Fund Management, Statistics, Engineering, Leadership, Strategic Management, Budgeting, Risk Management, Audit, Internal Control, Governance/ Compliance
2.	Mr. THONGMA VIJITPONGPUN Gender: Male Age: 65 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Re-elected as director	Date position was assumed: 16 Mar 2016	Engineering, Property Development, Business Administration, Economics, Construction Materials, Construction Services, Procurement, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management

3.	Mr. ANUWAT JONGYINDEE Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 1 Feb 2019	Governance/ Compliance, Accounting, Internal Control, Business Administration, Economics, Property Development, Professional Services, Finance, Sustainability, Data Management, Data Analysis, Project Management, Strategic Management, Leadership, Risk Management, Audit
4.	Mr. KITIPONG URAPEEPATANAPONG Gender: Male Age: 68 years old Highest level of education: Honorary degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 26 Apr 2016	Law, Business Administration, Economics, Banking, Finance & Securities, Property Development, Negotiation, Corporate Management, Leadership, Risk Management, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PRASARN TRAIRATVORAKUL	Chairman of the board	Participating
Mr. THONGMA VIJITPONGPUN	Vice Chairman	Participating
Mr. WICHIAN MEKTRAKARN	Director	Participating
Mr. ANUSORN SANGNIMNUAN	Director	Participating
Mrs. RATTANA PROMSAWAD	Director	Participating
Mr. WEERACHAI NGAMDEEVILAISAK	Director	Participating
Mr. PIYASVASTI AMRANAND	Director	Participating
Mr. PIYAMITR SRITARA	Director	Participating
Mr. ANUWAT JONGYINDEE	Director	Participating
Mr. KITIPONG URAPEEPATANAPONG	Director	Participating

Mr. UTEN LOHACHITPITAKS	Director	Participating
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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) : 13

Date of AGM meeting : 27 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. PRASARN TRAIRATVORAKUL (Chairman of the board)	-	13/13	Participating	Did not hold the meeting
2. Mr. THONGMA VIJITPONGPUN (Vice Chairman)	-	10/13	Participating	Did not hold the meeting
3. Mr. WICHIAN MEKTRAKARN (Director)	-	13/13	Participating	Did not hold the meeting
4. Mr. ANUSORN SANGNIMNUAN (Director)	-	13/13	Participating	Did not hold the meeting
5. Mrs. RATTANA PROMSAWAD (Director)	-	12/13	Participating	Did not hold the meeting
6. Mr. WEERACHAI NGAMDEEVILAISAK (Director)	-	13/13	Participating	Did not hold the meeting
7. Mr. PIYASVASTI AMRANAND (Director)	-	12/13	Participating	Did not hold the meeting

8.	Mr. PIYAMITR SRITARA (Director)	-	13/13	Participating	Did not hold the meeting
9.	Mr. ANUWAT JONGYINDEE (Director)	-	13/13	Participating	Did not hold the meeting
10.	Mr. KITIPONG URAPEEPATANAPONG (Director)	-	13/13	Participating	Did not hold the meeting
11.	Mr. UTEN LOHACHITPITAKS (Director)	-	13/13	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. PRASARN TRAIRATVORAKUL (Chairman of the board)	-	N/A	4,385,441.26	N/A
2.	Mr. THONGMA VIJITPONGPUN (Vice Chairman)	-	1,720,000.00	1,951,348.76	N/A
3.	Mr. WICHIAN MEKTRAKARN (Director)	-	2,080,000.00	2,163,627.51	N/A
4.	Mr. ANUSORN SANGNIMNUAN (Director)	-	560,000.00	2,163,627.51	N/A
5.	Mrs. RATTANA PROMSAWAD (Director)	-	N/A	N/A	N/A
6.	Mr. WEERACHAI NGAMDEEVILAIKAK (Director)	-	700,000.00	3,283,627.51	N/A
7.	Mr. PIYASVASTI AMRANAND (Director)	-	N/A	3,003,627.51	N/A
8.	Mr. PIYAMITR SRITARA (Director)	-	200,000.00	2,163,627.51	N/A
9.	Mr. ANUWAT JONGYINDEE (Director)	-	160,000.00	2,763,627.51	N/A
10.	Mr. KITIPONG URAPEEPATANAPONG (Director)	-	200,000.00	2,443,627.51	N/A
11.	Mr. UTEN LOHACHITPITAKS (Director)	-	N/A	N/A	N/A

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) : 13

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PIYASVASTI AMRANAND (Chairman of the audit committee)	-	13/13
2.	Mr. WEERACHAI NGAMDEEVILAIKAK (Audit committee)	-	13/13
3.	Mr. ANUWAT JONGYINDEE (Audit committee)	-	13/13