



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PRUKSA HOLDING PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : 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

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

	2023	2024	2025
Total revenue from operations (Thousand baht)	26,132,110.11	20,995,584.68	14,983,179.38
Real Estate Developoment for Sale (Thousand baht)	22,356,599.53	17,346,248.76	11,511,300.81
Healthcare Business (Thousand baht)	1,819,545.48	2,186,822.43	2,242,652.54
Revenue from Construction (Thousand baht)	0.00	157,805.30	318,929.22
Other (Thousand baht)	1,955,965.10	1,304,708.19	910,296.81

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Real Estate Developoment for Sale (%)	85.55	82.62	76.83
Healthcare Business (%)	6.96	10.42	14.97
Revenue from Construction (%)	0.00	0.75	2.13
Other (%)	7.48	6.21	6.08

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	26,132,110.11	20,995,584.68	14,983,179.38
Domestic (Thousand baht)	25,810,130.02	20,592,124.48	14,800,345.25
International (Thousand baht)	321,980.09	403,460.20	182,834.13

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

Domestic (%)	98.77	98.08	98.78
International (%)	1.23	1.92	1.22

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	1,955,965.10	1,304,708.19	910,296.81
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	1,955,965.10	1,304,708.19	910,296.81
Gain on exchange rate (Thousand baht)	30,432.89	0.00	66,977.66
Gain on loss of control in subsidiaries (Thousand baht)	858,106.88	197,177.77	0.00
Interest and other income (Thousand baht)	1,067,425.32	939,419.86	843,319.15
Gain from disposal of other financial assets (Thousand baht)	0.00	168,110.55	0.00

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

	2023	2024	2025
Share of profit (Thousand baht)	12,313.41	-80,705.40	-174,024.63

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)	2023	2024	2025
R&D expenses in the past 3 years	16,204.60	N/A	N/A

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
- Changes in technologies
- Business operations of partners in the supply chain
- Damage to company image and reputation
- Competition risk
- Economic risk
- New business risk

Operational Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- 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
- Information security and cyber-attack
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Corruption
- System disruption 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

- Human error in business operations
- Delays in the development of future projects

- Impact on the environment

Compliance Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

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

Sustainability Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- 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
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or reliance on skilled workers

- Shortage or fluctuation in pricing of raw materials or productive resources
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Impact on human rights

Compliance Risk

- Change in laws and regulations

New Emerging Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Climate change and disasters
- Impact on the environment
- Impact from population structure

- Impact on human rights

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/storage/content/sustainable-development/policy/20240123-psh-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://www.psh.co.th/storage/content/sustainable-development/policy/20240123-psh-sustainable-development-policy-th.pdf>
(if applicable)

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

	2023	2024	2025
Diesel (Litres)	223,408.25	58,028.52	53,044.02
Gasoline (Litres)	126,755.90	15,486.28	8,091.85
LPG (Kilograms)	8,494.00	19,284.92	21,515.72

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	29,289,494.58	26,537,370.02	22,158,384.63

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,094,170.00	1,020,470.00	714,817.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	7,101,302.15	4,970,072.59	335,624.00
Hazardous waste (Kilograms)	88,560.13	112,794.40	126,525.65
Total waste generated (Kilograms)	7,189,862.28	5,082,866.99	462,149.65

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	1,213.00	760.00	769.00
Scope 2 (Tons of carbon dioxide equivalents)	14,546.00	13,050.00	10,763.00
Scope 3 (Tons of carbon dioxide equivalents)	1,018,847.00	898,096.00	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	1,034,606.00	911,906.00	11,532.00

• 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://www.psh.co.th/storage/content/corporate-governance/corporate-policy/code-of-conduct/20250526-psh-human-rights-policy-th.pdf>

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	722	822	594
Number of female employees (Persons)	853	1,561	1,316
Total number of employees (Persons)	1,575	2,383	1,910

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,408,038,362.00	2,135,377,260.84	1,881,445,180.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	26.50	28.18	26.98
Employee development and training expenses (baht)	10,550,000.00	9,880,000.00	2,470,000.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	3	3	1
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	15.94	6.97	17.91

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.psh.co.th/storage/content/corporate-governance/corporate-policy/code-of-conduct/20231117-psh-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	9	81.82
Number of female directors	2	18.18
Number of executive directors	2	18.18
Number of non-executive directors	9	81.82
Number of independent directors	9	81.82

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. ROONGROTE RANGSIYOPASH Gender: Male Age: 62 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, Independent director) Director type: Original director	26 Apr 2024	Industrial Materials & Machinery, Petrochemicals & Chemicals, Construction Materials, Property Development, Business Administration

2.	<p>Mr. WICHIAN MEKTRAKARN</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Bachelor's 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: Original director</p>	16 Mar 2016	Information & Communication Technology, Engineering, Business Administration, IT Management, Insurance
3.	<p>Mrs. RATTANA PROMSAWAD</p> <p>Gender: Female</p> <p>Age: 64 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	29 Apr 2016	Procurement, Governance/ Compliance, Business Administration, Law, Sustainability
4.	<p>Mr. PIYAMITR SRITARA</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Medicine</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>	16 Feb 2017	Health Care Services, Personal Products & Pharmaceuticals, Human Resource Management, Risk Management, Audit
5.	<p>Mr. ANUWAT JONGYINDEE</p> <p>Gender: Male</p> <p>Age: 68 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</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	1 Feb 2019	Accounting, Business Administration, Finance, Risk Management, Audit

6.	<p>Mr. KITIPONG URAPEEPATANAPONG</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education:</p> <p>Honorary degree</p> <p>Major: Law</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>	26 Apr 2019	<p>Law, Business Administration, Banking, Finance & Securities, Corporate Management</p>
7.	<p>Mr. THONGMA VIJITPONGPUN</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education:</p> <p>Honorary degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	17 Dec 2024	<p>Engineering, Property Development, Business Administration, Construction Services, Corporate Management</p>
8.	<p>Mr. MANPONG SENANARONG</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Finance</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>	1 Jan 2025	<p>Banking, Finance & Securities, Accounting, Finance, Strategic Management</p>
9.	<p>Ms. NARISARA PHATANAPHIBUL</p> <p>Gender: Female</p> <p>Age: 58 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Business Administration</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>	8 Jan 2025	<p>Finance & Securities, Banking, Accounting, Finance, Audit</p>

10.	Mr. PAKORN MATRAKUL Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	20 Feb 2025	Law, Sustainability, Audit, Governance/ Compliance
11.	Mr. Montree Sornpaisarn Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	2 Jan 2026	Economics, Finance, Engineering, Risk Management, Business Administration

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. Weerachai Ngamdeevilaisak Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 29 Apr 2016 Date directorship ended: 8 Jan 2025	Ms. NARISARA PHATANAPHIBUL Date position was assumed: 8 Jan 2025
2. Dr. Anusorn Sangnimnuan 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)	Date position was assumed: 29 Apr 2016 Date directorship ended: 29 Apr 2025	No replacement director

3.	Mr. Uten Lohachitpitaks Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 28 Apr 2022 Date directorship ended: 20 Feb 2025	Mr. PAKORN MATRAKUL Date position was assumed: 20 Feb 2025
4.	Mr. PIYASVASTI AMRANAND Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 29 Apr 2016 Date directorship ended: 31 Dec 2025	Mr. Montree Sornpaisarn Date position was assumed: 2 Jan 2026

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. ANUWAT JONGYINDEE [1] Gender: Male Age: 68 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: Original director	1 Feb 2019	Accounting, Business Administration, Finance, Risk Management, Audit
2. Ms. NARISARA PHATANAPHIBUL [1] Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	8 Jan 2025	Finance & Securities, Banking, Accounting, Finance, Audit
3. Mr. PAKORN MATRAKUL Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	2 Jan 2026	Law, Sustainability, Audit, Governance/ Compliance

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

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

General information	Position	Tenure	Replacement Director
1. Mr. Weerachai Ngamdeevilaisak [1] Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 29 Apr 2016 Date directorship ended: 8 Jan 2025	Ms. NARISARA PHATANAPHIBUL Date position was assumed: 8 Jan 2025
2. Mr. PIYASVASTI AMRANAND Gender: Male Age: 72 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)	Date position was assumed: 29 Apr 2016 Date directorship ended: 31 Dec 2025	No replacement director

[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: 67 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	14 Jan 2022

2.	<p>Ms. Jintana Insee</p> <p>Gender: Female</p> <p>Age: 47 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>Member of the executive committee</p>	<p>1 Dec 2024</p>
3.	<p>Ms. Pattama Piyamaneeporn</p> <p>Gender: Female</p> <p>Age: 43 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>Member of the executive committee</p>	<p>1 Feb 2025</p>
4.	<p>Mr. Dhira Thongwilai</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>19 Jun 2020</p>
5.	<p>Mr. Pakarin Dattibongs</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Land and Property Development</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Jan 2021</p>
6.	<p>Ms. Rustai Woraittanon</p> <p>Gender: Female</p> <p>Age: 47 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>Member of the executive committee</p>	<p>16 May 2023</p>

7.	(MD) Niphat Kulabkhao Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	2 May 2025
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List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. Porntep Suppataratarn. Gender: Male Age: 63 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: 7 May 2016 Date directorship ended: 8 Apr 2025	Ms. Pattama Piyamaneeporn Date position was assumed: 9 Apr 2025
2. Mr. Piya Prayong Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 27 Apr 2005 Date directorship ended: 1 Aug 2025	No replacement director
3. Mr. WICHIAN MEKTRAKARN Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 16 Mar 2016 Date directorship ended: 1 Aug 2025	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Oversight Committee	Mr. KITIPONG URAPEEPATANAPONG	Member
	Mr. PIYAMITR SRITARA	Member
	Mr. THONGMA VIJITPONGPUN	Member
	Ms. NARISARA PHATANAPHIBUL	Chairman
Nomination and Remuneration Committee	Mr. THONGMA VIJITPONGPUN	Member
	Mr. WICHIAN MEKTRAKARN	Member
	Mr. ANUWAT JONGYINDEE	Chairman
	Mr. PAKORN MATRAKUL	Member
	Dr. Anusorn Sangnimnuan	Member
Corporate Governance and Sustainable Development Committee	Mr. ANUWAT JONGYINDEE	Chairman
	Mrs. RATTANA PROMSAWAD	Member
	Ms. NARISARA PHATANAPHIBUL	Member
	Dr. Anusorn Sangnimnuan	Member
Investment Committee	Mr. THONGMA VIJITPONGPUN	Member
	Mr. WICHIAN MEKTRAKARN	Member
	Mr. MANPONG SENANARONG	Chairman
	Mr. PAKORN MATRAKUL	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Oversight 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	: 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. Ms. Rustai Woraittanon [2] Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration	Head of Corporate Accounting	16 May 2023	Business Administration, Banking, Finance & Securities, Accounting, Finance
2. Ms. Angkana Likhitchanyakul Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Group Chief Corporate Marketing Officer	1 Jun 2025	Marketing, IT Management, Digital Marketing, Brand Management, Business Administration
3. Ms. Krittika Lovattanavong Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Industrial Psychology	Acting Group Chief People Officer	1 Jun 2024	Human Resource Management, Property Development, Corporate Management, Negotiation, Data Analysis
4. Ms. Jintana Insee [1][2] Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Accounting	Group Chief Finance Officer	1 Dec 2024	Accounting, Finance, Budgeting, Business Administration, Data Analysis
5. Mr. THONGMA VIJITPONGPUN Gender: Male Age: 67 years old Highest level of education: Honorary degree Major: Engineering	Acting Group Chief Executive Officer	1 Nov 2024	Engineering, Property Development, Business Administration, Construction Services, Corporate Management

6.	Ms. Pattama Piyamaneeporn Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Business Administration	Deputy Group Chief Executive Officer, and Acting Group Chief Corporate Officer.	9 Apr 2025	Property Development, Commerce, Marketing, Finance, Business Administration
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[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	94,839,667.00	83,969,327.00	51,646,820.00

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) : 594

Number of female employees (persons) : 1,316

Total number of employees (persons) : 1,910

Employee Remuneration

Total employee remuneration : 1,881,445,180.00

Provident fund

Total number of employees (persons)	: 1,910
Number of employees contributing to the PVD (persons)	: 1,271
Percentage of employees who are members (%)	: 66.54

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. PIYAMITR SRITARA Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 16 Feb 2017	Health Care Services, Personal Products & Pharmaceuticals, Human Resource Management, Risk Management, Audit
2. Ms. NARISARA PHATANAPHIBUL Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 8 Jan 2025	Finance & Securities, Banking, Accounting, Finance, Audit
3. Mr. PAKORN MATRAKUL Gender: Male Age: 58 years old Highest level of education: Master's 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: 20 Feb 2025	Law, Sustainability, Audit, Governance/ Compliance

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. Montree Sornpaisarn Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 2 Jan 2026	Economics, Finance, Engineering, Risk Management, Business Administration

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. ROONGROTE RANGSIYOPASH	Chairman of the board	Participating
Mr. WICHIAN MEKTRAKARN	Director	Participating
Mrs. RATTANA PROMSAWAD	Director	Participating
Mr. PIYAMITR SRITARA	Director	Participating
Mr. ANUWAT JONGYINDEE	Director	Participating
Mr. KITIPONG URAPEEPATANAPONG	Director	Participating
Mr. THONGMA VIJITPONGPUN	Director	Participating
Mr. MANPONG SENANARONG	Director	Participating
Ms. NARISARA PHATANAPHIBUL	Director	Participating
Mr. PAKORN MATRAKUL	Director	Participating
Mr. Montree Sornpaisarn	Director	Participating

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 : 28 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. ROONGROTE RANGSIYOPASH (Chairman of the board)	-	13/13	Participating	Did not hold the meeting
2.	Mr. WICHIAN MEKTRAKARN (Director)	-	13/13	Participating	Did not hold the meeting
3.	Mrs. RATTANA PROMSAWAD (Director)	-	13/13	Participating	Did not hold the meeting
4.	Mr. PIYAMITR SRITARA (Director)	-	12/13	Participating	Did not hold the meeting
5.	Mr. ANUWAT JONGYINDEE (Director)	-	13/13	Participating	Did not hold the meeting
6.	Mr. KITIPONG URAPEEPATANAPONG (Director)	-	13/13	Participating	Did not hold the meeting
7.	Mr. THONGMA VIJITPONGPUN (Director)	-	13/13	Participating	Did not hold the meeting
8.	Mr. MANPONG SENANARONG (Director)	-	13/13	Participating	Did not hold the meeting
9.	Ms. NARISARA PHATANAPHIBUL (Director)	-	10/10	Participating	Did not hold the meeting
10.	Mr. PAKORN MATRAKUL (Director)	-	10/10	Participating	Did not hold the meeting
11.	Mr. Montree Sornpaisarn (Director)	-	0/0	Non-participating	Did not hold the meeting
12.	Mr. Weerachai Ngamdeevilaisak (Director)	8 Jan 2025	1/1	Non-participating	Did not hold the meeting

13.	Dr. Anusorn Sangnimnuan (Director)	29 Apr 2025	4/5	Participating	Did not hold the meeting
14.	Mr. Uten Lohachitpitaks (Director)	20 Feb 2025	0/0	Non-participating	Did not hold the meeting
15.	Mr. PIYASVASTI AMRANAND (Director)	31 Dec 2025	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. ROONGROTE RANGSIYOPASH (Chairman of the board)	-	3,840,000.00	66,257.00	Yes
2.	Mr. WICHIAN MEKTRAKARN (Director)	-	2,530,000.00	19,605.00	Yes
3.	Mrs. RATTANA PROMSAWAD (Director)	-	N/A	N/A	No
4.	Mr. PIYAMITR SRITARA (Director)	-	1,960,000.00	219,605.00	Yes
5.	Mr. ANUWAT JONGYINDEE (Director)	-	3,070,000.00	219,605.00	Yes
6.	Mr. KITIPONG URAPEEPATANAPONG (Director)	-	1,920,000.00	139,605.00	Yes
7.	Mr. THONGMA VIJITPONGPUN (Director)	-	N/A	5,788.00	Yes
8.	Mr. MANPONG SENANARONG (Director)	-	1,930,000.00	413,230.00	Yes
9.	Ms. NARISARA PHATANAPHIBUL (Director)	-	2,670,000.00	12,789.00	Yes
10.	Mr. PAKORN MATRAKUL (Director)	-	1,875,000.00	209,629.00	Yes
11.	Mr. Montree Sornpaisarn (Director)	-	0.00	0.00	Yes
12.	Mr. Weerachai Ngamdeevilaisak (Director)	8 Jan 2025	46,667.00	11,483.00	Yes
13.	Dr. Anusorn Sangnimnuan (Director)	29 Apr 2025	900,000.00	14,975.00	Yes
14.	Mr. Uten Lohachitpitaks (Director)	20 Feb 2025	N/A	N/A	Yes
15.	Mr. PIYASVASTI AMRANAND (Director)	31 Dec 2025	2,640,000.00	19,605.00	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) : 9

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. ANUWAT JONGYINDEE (Audit committee)	-	9/9
2.	Ms. NARISARA PHATANAPHIBUL (Audit committee)	-	9/9
3.	Mr. PAKORN MATRAKUL (Audit committee)	-	0/0
4.	Mr. Weerachai Ngamdeevilaissak (Audit committee)	8 Jan 2025	0/0
5.	Mr. PIYASVASTI AMRANAND (Chairman of the audit committee)	31 Dec 2025	9/9