



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PRUKSA HOLDING 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 : 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

	2022	2023	2024
Total revenue from operations (Thousand baht)	28,640,482.17	26,132,110.11	20,995,584.68
Real Estate Developoment for Sale (Thousand baht)	27,190,945.94	22,356,599.53	17,346,248.76
Healthcare Business (Thousand baht)	1,211,247.87	1,819,545.48	2,186,822.43
Revenue from Construction (Thousand baht)	0.00	0.00	157,805.30
Other (Thousand baht)	238,288.36	1,955,965.10	1,304,708.19

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Real Estate Developoment for Sale (%)	94.94	85.55	82.62
Healthcare Business (%)	4.23	6.96	10.42
Revenue from Construction (%)	0.00	0.00	0.75
Other (%)	0.83	7.48	6.21

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	28,640,482.17	26,132,110.11	20,995,584.68
Domestic (Thousand baht)	28,637,495.61	25,810,130.02	20,592,124.48
International (Thousand baht)	2,986.56	321,980.09	403,460.20

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	99.99	98.77	98.08
International (%)	0.01	1.23	1.92

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	238,288.36	1,955,965.10	1,304,708.19
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	238,288.36	1,955,965.10	1,304,708.19
Gain on exchange rate (Thousand baht)	11,282.54	30,432.89	0.00
Gain on loss of control in subsidiaries (Thousand baht)	0.00	858,106.88	197,177.77
Interest and other income (Thousand baht)	227,005.82	1,067,425.32	939,419.86
Gain from disposal of other financial assets (Thousand baht)	0.00	0.00	168,110.55

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

	2022	2023	2024
Share of profit (Thousand baht)	29,240.66	12,313.41	-80,705.40

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	N/A	16,204.60	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
- 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
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- Safety, occupational health, and working environment
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- Impact from population structure
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- 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/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

	2022	2023	2024
Diesel (Litres)	N/A	223,408.25	58,028.52
Gasoline (Litres)	N/A	126,755.90	15,486.28
LPG (Kilograms)	N/A	8,494.00	19,284.92

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	30,845,277.78	29,289,494.58	26,537,370.02

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	1,236,000.00	1,206,000.00	959,450.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	11,918,520.56	7,101,302.15	4,970,072.59
Hazardous waste (Kilograms)	76,359.72	88,560.13	112,794.40
Total waste generated (Kilograms)	11,994,880.28	7,189,862.28	5,082,866.99

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	2,066.00	1,213.00	760.00
Scope 2 (Tons of carbon dioxide equivalents)	15,419.00	14,546.00	13,050.00
Scope 3 (Tons of carbon dioxide equivalents)	549,873.00	1,018,847.00	898,096.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	567,358.00	1,034,606.00	911,906.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : BSI Group (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.psh.co.th/storage/content/corporate-governance/corporate-policy/code-of-conduct/20240520-psh-code-of-conduct-th-01.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)	802	722	822
Number of female employees (Persons)	797	853	1,561
Total number of employees (Persons)	1,599	1,575	2,383

Remark : Data coverage increased from 2023
(2023: 2 companies and 2024: 5 companies)

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	1,709,694,227.00	1,408,038,362.00	1,599,067,456.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	15.41	26.50	28.18
Employee development and training expenses (baht)	5,000,000.00	10,550,000.00	9,880,000.00

• Health, safety and work environment

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	2	3	3

• Employee retention

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	18.20	15.94	10.30

• 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.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	12	100.00
Number of male directors	11	91.67
Number of female directors	1	8.33
Number of executive directors	2	16.67
Number of non-executive directors	10	83.33
Number of independent directors	8	66.67

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: 61 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: Additional and newly-appointed directors	26 Apr 2024	Industrial Materials & Machinery, Petrochemicals & Chemicals, Construction Materials, Property Development, Business Administration

2.	Mr. WICHIAN MEKTRAKARN Gender: Male Age: 70 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, IT Management, Insurance
3.	Mrs. RATTANA PROMSAWAD Gender: Female Age: 63 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, Law, Sustainability
4.	Mr. PIYASVASTI AMRANAND Gender: Male Age: 71 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, Energy & Utilities, Transportation & Logistics, Corporate Management, Audit
5.	Mr. ANUSORN SANGNIMNUAN Gender: Male Age: 70 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, Corporate Social Responsibility, Engineering, Petrochemicals & Chemicals

6.	Mr. WEERACHAI NGAMDEEVILAISAK Gender: Male Age: 62 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, Business Administration, Insurance, Audit
7.	Mr. PIYAMITR SRITARA Gender: Male Age: 65 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, Personal Products & Pharmaceuticals, Human Resource Management, Risk Management, Audit
8.	Mr. ANUWAT JONGYINDEE Gender: Male Age: 67 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	Accounting, Business Administration, Finance, Risk Management, Audit
9.	Mr. KITIPONG URAPPEEPATANAPONG Gender: Male Age: 69 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 2019	Law, Business Administration, Banking, Finance & Securities, Corporate Management

10.	Mr. UTEN LOHACHITPITAKS Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	28 Apr 2022	Property Development, Business Administration, Finance & Securities, Property Fund & REITs, Finance
11.	Mr. THONGMA VIJITPONGPUN Gender: Male Age: 66 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	16 Mar 2016	Engineering, Property Development, Business Administration, Construction Services, Corporate Management
12.	Mr. Manpong Senanarong Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	1 Jan 2025	Banking, Finance & Securities, Accounting, Finance, Strategic Management

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

General information	Position	Tenure	Replacement Director
1. Dr. Prasarn Trairatvorakul Gender: Male Age: 72 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)	Date position was assumed: 29 Apr 2016 Date directorship ended: 31 Dec 2024	Mr. Manpong Senanarong Date position was assumed: 1 Jan 2025

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: 71 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, Energy & Utilities, Transportation & Logistics, Corporate Management, Audit
2. Mr. WEERACHAI NGAMDEEVILAIK [1] Gender: Male Age: 62 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, Business Administration, Insurance, Audit
3. Mr. ANUWAT JONGYINDEE [1] Gender: Male Age: 67 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	Accounting, Business Administration, Finance, Risk Management, Audit

[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: 66 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. Mr. WICHIAN MEKTRAKARN Gender: Male Age: 70 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
3. Mr. Piya Prayong Gender: Male Age: 54 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. Porntep Suppataratarn Gender: Male Age: 62 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

5.	Mr. Dhira Thongwilai Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Aug 2024
6.	Mr. Pakarin Dattibongs Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Aug 2024
7.	Ms. Jintana Insee Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	17 Dec 2024

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

General information	Position	Tenure	Replacement Director
1. Mr. UTEN LOHACHITPITAKS Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 14 Jan 2022 Date directorship ended: 16 Dec 2024	No replacement director

2.	<p>Ms. Surawee Chaithumrongkool</p> <p>Gender: Female</p> <p>Age: 45 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Member of the executive committee	<p>Date position was assumed: 13 May 2022</p> <p>Date directorship ended: 16 Dec 2024</p>	<p>Ms. Jintana Insee</p> <p>Date position was assumed: 17 Dec 2024</p>
3.	<p>Ms. Matukorn Salyapongs</p> <p>Gender: Female</p> <p>Age: 45 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: No</p>	Member of the executive committee	<p>Date position was assumed: 11 Nov 2022</p> <p>Date directorship ended: 1 Jun 2024</p>	<p>Mr. Dhira Thongwilai</p> <p>Date position was assumed: 15 Aug 2024</p>
4.	<p>Mr. Kanes Kanjanakaew</p> <p>Gender: Male</p> <p>Age: 41 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Member of the executive committee	<p>Date position was assumed: 10 Aug 2022</p> <p>Date directorship ended: 1 Aug 2024</p>	<p>Mr. Pakarin Dattibongs</p> <p>Date position was assumed: 15 Aug 2024</p>
5.	<p>Ms. Chitchaya Tuchinda</p> <p>Gender: Female</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Member of the executive committee	<p>Date position was assumed: 15 Dec 2023</p> <p>Date directorship ended: 16 Dec 2024</p>	No replacement director
6.	<p>M.D. Pichit Kangwolkij</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Member of the executive committee	<p>Date position was assumed: 15 Dec 2023</p> <p>Date directorship ended: 1 Oct 2024</p>	No replacement director

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 and 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. WICHIAN MEKTRAKARN	Chairman
	Mr. Thongma Vijitpongpun	Member
	Mr. WEERACHAI NGAMDEEVILAIK	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. Mr. Porntep Suppataratarn Gender: Male Age: 62 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, Construction Services, Property Development
2. Ms. Chitchaya Tuchinda Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Finance	Group Chief Marketing Officer	16 Nov 2023	Media & Publishing, Marketing, IT Management, Digital Marketing, Brand Management
3. Ms. Rustai Woraittanon [2] Gender: Female Age: 46 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
4. Mr. THONGMA VIJITPONGPUN Gender: Male Age: 66 years old Highest level of education: Honorary degree Major: Engineering	Acting Group Chief Executive Officer	16 Dec 2024	Engineering, Property Development, Business Administration, Construction Services, Corporate Management
5. Ms. Jintana Insee [1][2] Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Accounting	Acting Group Chief Financial Officer	28 Nov 2024	Accounting, Finance, Budgeting, Business Administration, Data Analysis

6.	Ms. Krittika Lovattanavong Gender: Female Age: 48 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
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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

	2022	2023	2024
Total executive remuneration (baht)	104,385,721.00	94,839,667.00	83,969,327.00

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) : 822

Number of female employees (persons) : 1,561

Total number of employees (persons) : 2,383

Remark : Data coverage increased from 2023
(2023: 2 companies and 2024: 5 companies)

Employee Remuneration

Total employee remuneration : 1,599,067,456.00

Provident fund

Total number of employees (persons) : 2,383

Number of employees contributing to the PVD (persons) : 1,135

Percentage of employees who are members (%) : 47.63

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. ANUWAT JONGYINDEE Gender: Male Age: 67 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	Accounting, Business Administration, Finance, Risk Management, Audit
2. Mr. KITIPONG URAPEEPATANAPONG Gender: Male Age: 69 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 2019	Law, Business Administration, Banking, Finance & Securities, Corporate Management
3. Mr. THONGMA VIJITPONGPUN Gender: Male Age: 66 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 16 Mar 2016	Engineering, Property Development, Business Administration, Construction Services, Corporate Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. Manpong Senanarong Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Finance 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: 1 Jan 2025	Banking, Finance & Securities, Accounting, Finance, Strategic Management

• List of newly appointed director (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ROONGROTE RANGSIYOPASH Gender: Male Age: 61 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: Additional and newly-appointed directors	Date position was assumed: 26 Apr 2024	Industrial Materials & Machinery, Petrochemicals & Chemicals, Construction Materials, Property Development, 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. PIYASVASTI AMRANAND	Director	Participating
Mr. ANUSORN SANGNIMNUAN	Director	Participating
Mr. WEERACHAI NGAMDEEVILAIK	Director	Participating

Mr. PIYAMITR SRITARA	Director	Participating
Mr. ANUWAT JONGYINDEE	Director	Participating
Mr. KITIPONG URAPEEPATANAPONG	Director	Participating
Mr. UTEN LOHACHITPITAKS	Director	Participating
Mr. THONGMA VIJITPONGPUN	Director	Participating
Mr. Manpong Senanarong	Director	Participating
Dr. Prasarn Trairatvorakul	Chairman of the board	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 : 26 Apr 2024

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. ROONGROTE RANGSIYOPASH (Chairman of the board)	-	10/10	Non-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. PIYASVASTI AMRANAND (Director)	-	13/13	Participating	Did not hold the meeting
5.	Mr. ANUSORN SANGNIMNUAN (Director)	-	13/13	Participating	Did not hold the meeting
6.	Mr. WEERACHAI NGAMDEEVILAIKAK (Director)	-	13/13	Participating	Did not hold the meeting

7.	Mr. PIYAMITR SRITARA (Director)	-	13/13	Participating	Did not hold the meeting
8.	Mr. ANUWAT JONGYINDEE (Director)	-	13/13	Participating	Did not hold the meeting
9.	Mr. KITIPONG URAPEEPATANAPONG (Director)	-	13/13	Participating	Did not hold the meeting
10.	Mr. UTEN LOHACHITPITAKS (Director)	-	13/13	Participating	Did not hold the meeting
11.	Mr. THONGMA VIJITPONGPUN (Director)	-	13/13	Participating	Did not hold the meeting
12.	Mr. Manpong Senanarong (Director)	-	0/0	Non-participating	Did not hold the meeting
13.	Dr. Prasarn Trairatvorakul (Chairman of the board)	31 Dec 2024	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)	-	1,225,000.00	88,277.00	Yes
2.	Mr. WICHIAN MEKTRAKARN (Director)	-	3,560,000.00	660,673.00	Yes
3.	Mrs. RATTANA PROMSAWAD (Director)	-	N/A	N/A	Yes
4.	Mr. PIYASVASTI AMRANAND (Director)	-	2,640,000.00	660,673.00	Yes
5.	Mr. ANUSORN SANGNIMNUAN (Director)	-	2,440,000.00	660,673.00	Yes
6.	Mr. WEERACHAI NGAMDEEVILAI SAK (Director)	-	3,300,000.00	1,140,673.00	Yes
7.	Mr. PIYAMITR SRITARA (Director)	-	2,040,000.00	660,673.00	Yes
8.	Mr. ANUWAT JONGYINDEE (Director)	-	2,560,000.00	660,673.00	Yes
9.	Mr. KITIPONG URAPEEPATANAPONG (Director)	-	2,040,000.00	820,673.00	Yes
10.	Mr. UTEN LOHACHITPITAKS (Director)	-	N/A	N/A	Yes
11.	Mr. THONGMA VIJITPONGPUN (Director)	-	3,680,000.00	660,673.00	Yes

12.	Mr. Manpong Senanarong (Director)	-	N/A	N/A	Yes
13.	Dr. Prasarn Trairatvorakul (Chairman of the board)	31 Dec 2024	3,840,000.00	991,009.00	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) : 11

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. PIYASVASTI AMRANAND (Chairman of the audit committee)	-	11/11
2.	Mr. WEERACHAI NGAMDEEVILAISAK (Audit committee)	-	11/11
3.	Mr. ANUWAT JONGYINDEE (Audit committee)	-	11/11