

Part 1

Business Operation

1. Business Policies and Operation

1.1 Company's Vision, Mission, Value and Long-Term Goal

Vision

PPS determines to be leader in innovation and services of engineering consulting business and fully integrated investment for real estate business, construction, and urban development.

Mission

1. We will deliver the high-quality services to create value satisfaction and maximum benefit above the customers' expectations.
2. We will develop the working process via innovation together with human resource continuously.
3. We will maintain the profit rate for shareholders by giving the customers successes regarding on the ethics and benefits for everyone.
4. We determinedly search for the investment channels and business opportunities.
5. We are accountable for the community, society, environment, nation, and shareholders.

Value

- P Professionalism
- P Positive attitude
- S Services mind
- G Good Governance
- R Reliability
- O Ownership
- U Unity
- P Persistence

Long-Term Goal

1. To continually gain profits by means of investment and various businesses.
2. To be the internationally acknowledged Thai brand.

Strategy

1. Create the advance competitive capabilities also increase revenue generation and profitability rates with the services generated by innovation.
2. Create clarity in marketing strategies and enhance the image of products and services (brands) as for creating brand awareness with new customers. Also, for creating awareness of skills, capabilities, and new service offering of the company group.

3. Create opportunities for business expansion by seeking partners who enable the company to expand the scope of consulting services in the areas of real estate business, construction, and urban development to be international and technological.
4. Create capability to be the funding source provider for investment.

Remark: Approved by the Board of Director's Meeting No. 5/2019 held on November 14th, 2019.

Business Strategy in 2019-2024

From analyzing business risks and problems in over the years, the main risks which PPS encountered and which cannot be substantially resolved are:

- The problem of discontinuity of income: Due to the nature of the business is the project base by seeking new projects and continuing to start new projects resulting if there are large projects or the project that rely on one customer too much, there will be the problem of discontinuity of profits and income.
- The problem of dependency on personnel: As the business relies heavily on personnel and cannot be purchased, changed, or upgraded like the machine also the businesses will not be able to reduce the use of people at all if the business still operates as same as the present.

From these problems, the Company has foreseen and adapted to the present which has the composition of the affiliated companies as in the figure.

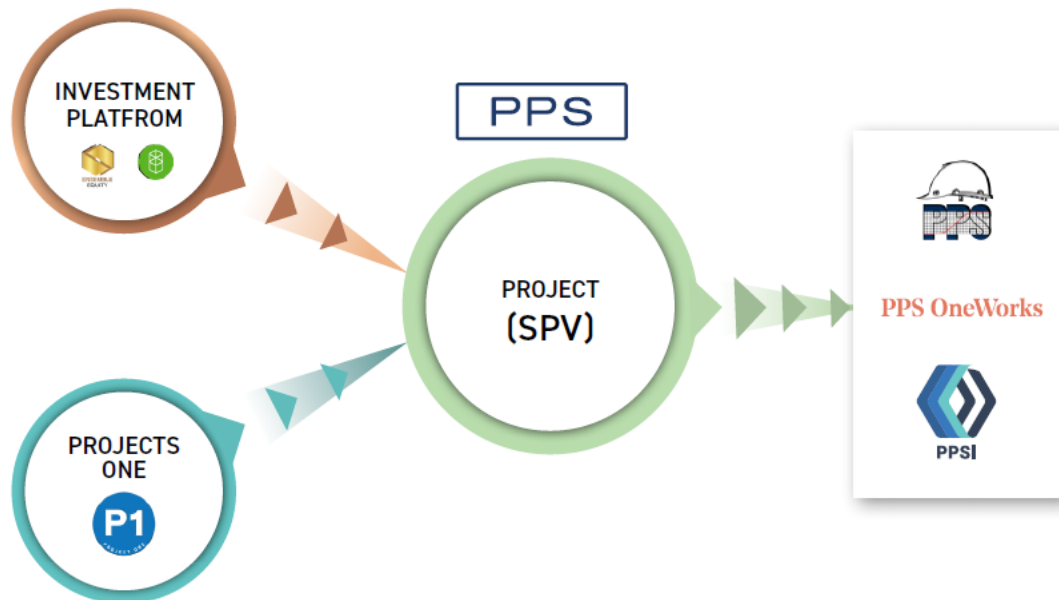


Figure 1

This picture is divided into two sides which are: On the right side of SVP represents the Professional Service or Consulting Service (existing and similar businesses). This group of businesses will earn income when the projects occur including the project management work, construction management work, master plan work, architecture design, etc. which the Company has originally operated. The businesses in this group are PPS, PPS Oneworks Co., Ltd. (PPSOW), and PPS Innovation Co., Ltd. (PPSI).

On the left side of SVP represents the investment groups for the new projects including Project One Property Development Co., Ltd. (P1) and the group of investment funds which consists of Ensemble Equity Pte. Ltd. (EE) and Profin Group Co., Ltd.

The second picture can explain more about the first picture that the PPS Group has a range of businesses. There is a strategy for the sustainability of the company by PPS is a traditional business that is profitable and PPS Oneworks focused on a large utility project which is a high-growth business in the region. Finally, there is the Profin Group which is the Fintech business and investment to develop into Equity Crowd Funding and Debt Crowd Funding in the future.

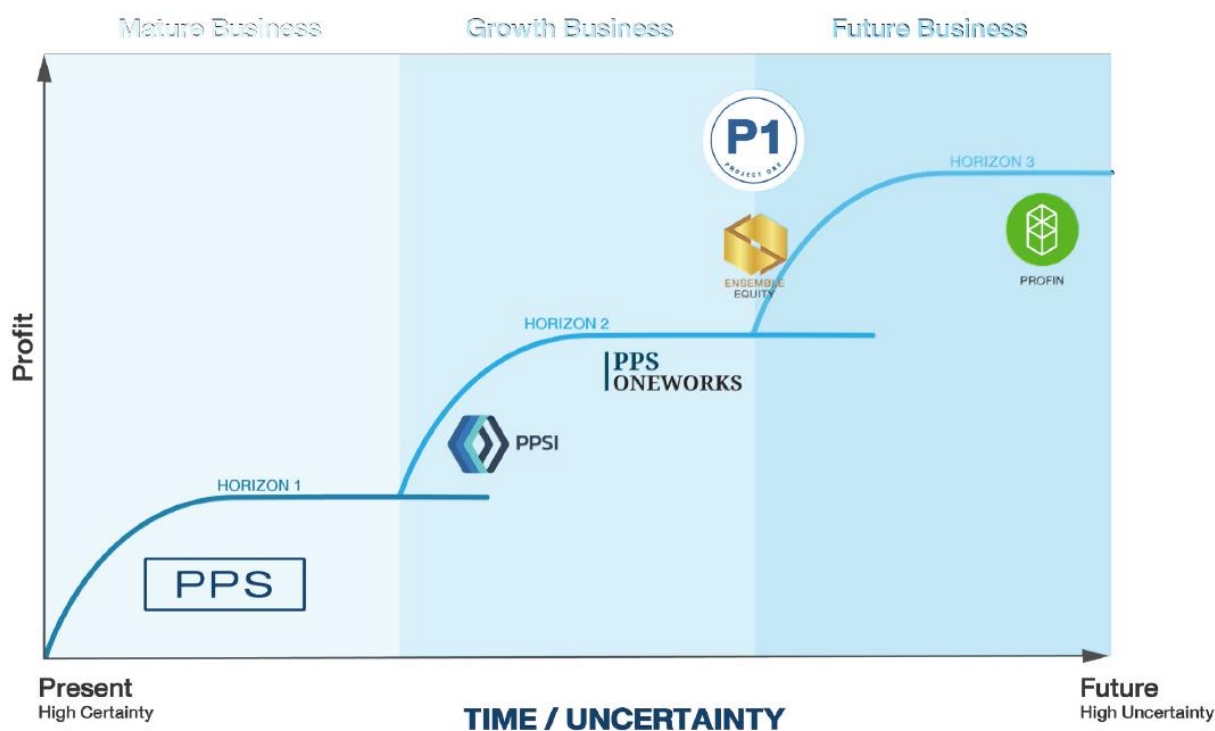
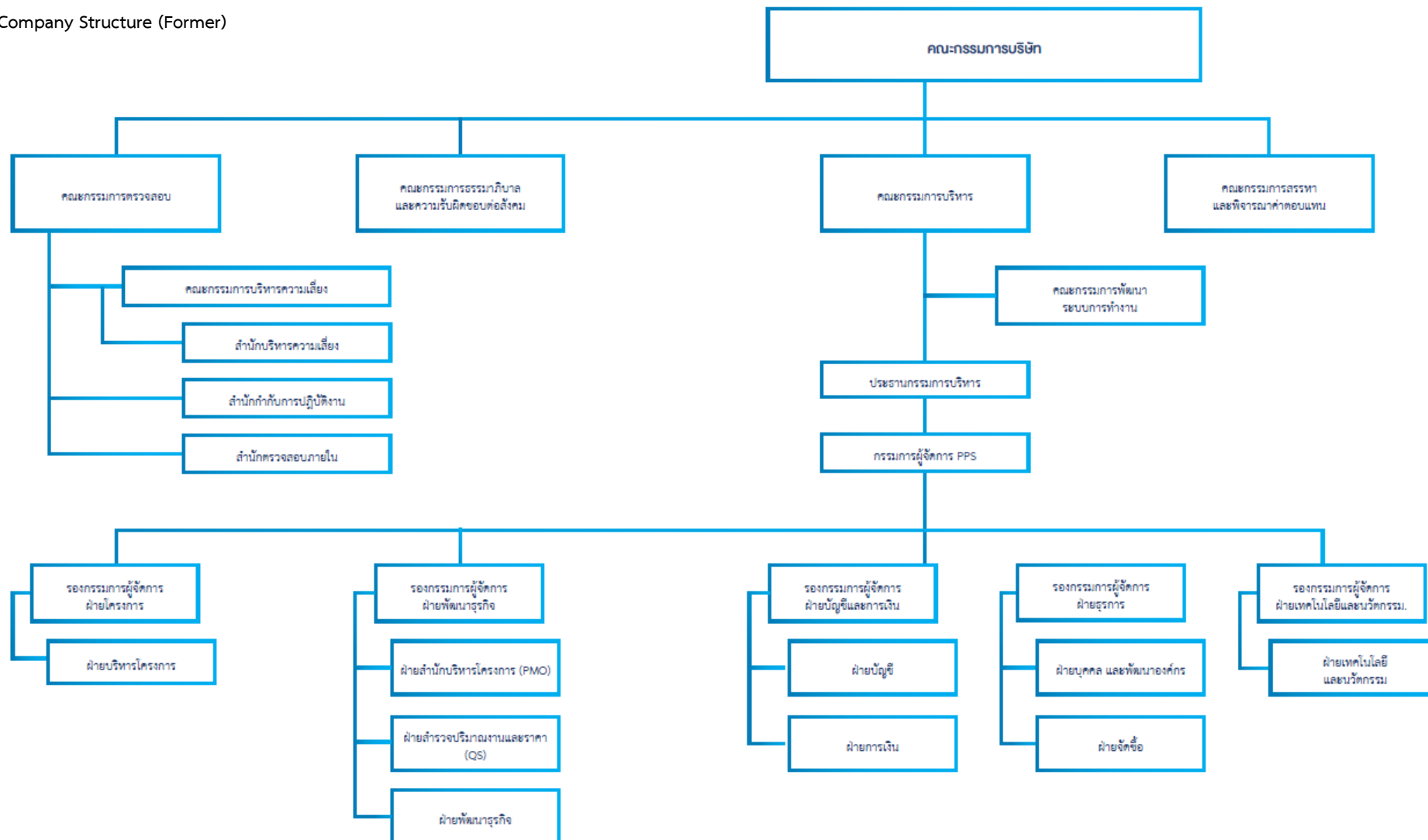


Figure 2

Company Structure (Former)



Remark: Approved by the Board of Directors Meeting No. 3/2018 on August 10th, 2018. Effective from August 11st, 2018 onwards.



Company Structure (Current)

***Remark:** Approved by the Board of Directors Meeting No. 5/2019 on November 14th, 2019. Effective from November 15th, 2019 onwards.*

1.2 Significant developments during 2014-2016 are as followed:**Nature of Businesses**

Project Planning Service PLC (PPS) has been offering a numerous of services in management and construction supervision of construction works such as building and Infrastructure, structural & architectural works, civil works, utilities system (electrical and communication systems, air conditioning and ventilation systems, sanitary and fire protection system), landscape, interior decoration including particular projects that need conversant skill for both private and public sectors. The company was established in 1987 by Mr. Prasong Tharachai and Mr. Somphant Hongchintakul. This is the first engineering consulting company with the certification of quality standard ISO 9002 from the Engineering Institute of Thailand under His Majesty the King's Patronage and EAQA (Environmental Accredited Quality Assessment) Institute in the UK since March 1999. From January 2005 to present, the company has been improving and developing the quality system until being certified with the quality standard ISO 9001:2000 from BVQI (Bureau Veritas Quality International) and has been certified the quality standard ISO 9001 : 2015 from BUREAU VERITAS CERTIFICATION HOLDING SAS - UK BRACH on May 2018. Currently, to reach clients expectation and gain trustworthiness, the company has applied ISO system to all projects and assigns the trained employee to perform internal audit along with the follow-up of BUREAU VERITAS for every six months. With over 30 years of management and construction supervision of construction experienced, the company has executed more than 350 domestic and cross-border projects for both private and public sectors as below:

Public Sector Projects and Public Enterprise Sector

- The Second Stage Expressway
- Water-Pipeline Project of the Metropolitan Waterworks Authority
- Sirindhorn Hospital, Bangkok
- Mass Rapid Transit Authority of Thailand (Underground Transportation Project)
- Suvarnabhumi Airport phase 1 and phase 2
- Communication Authority of Thailand (CAT) Building
- Standing Buddha at Wat Thip – Kanchanaburi
- The Bank of Thailand New Headquarters Building
- Sirat-Outer Ring Road Expressway
- MRTA : Blue Line Extension Project
- King Chulalongkorn Memorial Hospital, Thai Red Cross Society
- Supreme Court of Thailand Building
- New Tobacco Factory Project

Private Sector

- Grand Hyatt Erawan Hotel
- Baiyoke Tower 2
- Headquarters of Bank of Ayudhya Public
- Information Center of Krungthai Bank Public Company Limited
- Information Center of Bangkok Bank Public Company Limited
- Thana City Project
- Jewelry Trade Center
- Gaysorn Plaza
- World Trade Center
- Central World
- Centara Grand Hotel
- Thairath TV Project
- The Paseo Town Project
- I Condo

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- | | |
|---|--|
| • RHYTHM Condominium | • Terminal 21 |
| • Central Festival Chiangmai | • Amway New Head Office |
| • Various branches of TESCO Lotus | • Vientiane Hospital (Laos PDR) |
| • Central Plaza Changwattana | • The Renaissance Hotel, Phuket |
| • Central Westgate | • The Street Ratchada |
| • Central Embassy | • NEO FACTORY, Klong 13 Pathumthani |
| • G Tower | • HOMEPRO Store Branches |
| • U-Place Project | • Langsuan Village (Sindhon Village) |
| • ICONSIAM C1, C2 | • Sindhon Lumpini (Langsuan Parkview) |
| • Makro Stores Branches | • Serm Thai Complex, Mahasarakam |
| • Thanya Shopping Park | • INET Data Center (IDC 3), Saraburi |
| • Toyota Sukhapiban 3 | • The Mall 2 Ramkhamhaeng |
| • MEGA BANGNA | • Block H Area Development Project – Siam Square Commercial Zone |
| • TESCO Lotus Distribution Center at Lumlukka, Khon kaen, Surat thani | • Emsphere Project |
| • The Park Chidlom condominium | • Muangthai Leasing Headquarter Phase 1 |
| • Central Plaza Rama 9 | • Hongsa Power Plant Project (Laos PDR) |

In order to grow the organization sustainably, develop the company effectively and successfully gain the business opportunities in the future, the company has become a Public Company and fundraised in MAI stock market since 2012. After fundraising in 2012, Project planning Service PLC has grown steadily both in the main business and other businesses in subsidiary and joint-venture companies. These have been in accordance with the plan to develop the Company's capabilities beyond merely offering services of engineering advices and management of construction projects. At the moment, we have been able to offer services in various via subsidiaries and companies in various machine aspects including;

PPS Oneworks Company Limited offers services in structural designs work, architectural, system building works, Quantity Survey (QS), Building Information Modeling (BIM), Technical Support, and Construction Management and Supervision.

PPS Innovation Company Limited offers services in information technology in particular the media and advertising media including video editing, photography and events. Moreover, offering the Energy Business, SMART Buildings and SMART Cities.

Ensemble Equity Pte.,Ltd. (registered in Singapore) offers Provision of Project Management and Engineering Consulting Services & Products.

Sapatt Project Company Limited (SPP) offers services in energy business, intelligent building, and smart city and the supervision the projects for effective energy usage.

Profin Group Company Limited offers ICO PORTAL business and develops software for Investment.

Project One Property Development Company Limited offers the property development business.

Operating Report of 2019 and Goals for 2020

During the year 2019, Thailand has an elected government. The government stimulates the economy by investing in basic public utilities resulting in working capital in the economy. The mentioned measures have resulted in the construction and industrial sectors related to construction work, with the Company is benefiting from the policy as well. The projects that we have operated in 2019 are shown below.

Building Projects

- Thairath Building 9 and Building 1 Renovation
- Makro various branches
- Tesco Lotus various branches
- Home Pro various branches
- Ban Hua Hin
- King Chulalongkorn Memorial Hospital, Thai Red Cross Institution Development Project
- NEO Factory Klong 3, Patumthani
- Lake Resort Phase I (Soil Cement Column Work) and Lake Resort Phase II
- Emsphere
- Muniq Sukhumvit 23
- Sky Plaza and renovation of Central Plaza Ladprao
- Installation Hoist for Chaengwattana Hall and Façade Renovation
- Sodium Silicate Plant, Om Noi, Nakhon Pathom
- The Mall 2 Ramkhamhaeng
- Block H Area Development Project – Siam Square Commercial Zone
- Soil Cement Column (Property Perfect Kingkaew)
- Soontareeya Residence
- The Magnolia Waterfront Residences Condominium (Iconsiam C1)
- The Iconsiam Superlux Residences (Iconsiam C2)
- Langsuan Village (Sindhorn Village)
- Muangthai Capital Headquarter Building
- WHA Bangna Business Complex
- New Supreme Court Office
- The Government Complex Commemorating His Majesty The King's 80th Birthday Anniversary, 5th December, B.E. 2550 (Zone C) Extension Developing
- Firetrade Engineering PLC. Headquarter Building
- Robinson Phuket – Talang
- Holiday Inn Express & Resort Samui
- Central Plaza Chonburi Renovation (Expansion 2017)
- Thaniya Plaza and Thaniya BTS Wing Renovation
- Ban Sukhothai 20 Project
- Twinflame 2 Project
- Construction and Renovation of Maha Montian Throne Hall Area and Other Royal Court Areas, Manage and Supervise Saranrom Palace Area and Other Royal Court Areas
- Construction of Exhibition Hall Sisa Chorakhe Yai, Bang Saothong, Samut Prakan (16 Rai)
- Construction of Exhibition Hall Sisa Chorakhe Noi, Bang Saothong, Samut Prakan (23 Rai)
- Canopy by Hilton Project
- Renovation of the factory, Bangchan Industrial Estate of Life's Moving Company Limited

Infrastructure Projects

- Suvarnabhumi Airport Development Project Phase 2

The overall performance in revenue of the Company and subsidiaries in 2017-2019 is 388.95 million baht, 378.50 million baht, and 448.15 million baht respectively. The total revenue of the company in 2019 increased from 2018 equals 69.64 million baht or 18.40 percent. In terms of costs, the Company and subsidiaries have costs in 2017-2019 in the amount of 255.41 million baht, 291.74 million baht and 344.03 million baht respectively. The cost in 2019 has increased from 2018 by 52.29 million baht or 17.92 percent. Gross profit in 2019 is higher than in 2018 by 17.36 million baht or an increase of 20.01 percent. However, the gross profit in 2019 is 23.23% while the gross profit in 2018 is 22.92% which is slightly higher than the gross profit in 2018 and is not in accordance with the expectation of the Company and subsidiaries. This is due to the adjustment of the estimated impact of government projects that are under late construction affecting the revenue recognition and the gross profit margin of the project. Including the cost of services that the Company and subsidiaries require more external experts. As a result, the gross profit margin in that project will not be high. The Company expects the opportunity from receiving such work that will have continuous income in the future.

The net profit (only those belonging to the parent company) in 2017-2019 equals 55.17 million baht, 7.42 million baht, and 7.43 million baht respectively.

The revenue of the company in 2019 came from the services total 448.15 million baht which are divided as 294.55 million baht (65.7 percent of total revenue) from the private sector and 153.60 million baht (34.27 percent of total revenue) from the public sector.

In 2019, the return on shareholders is 2.34 percent which is close to 2018 with the return of 2.27 percent.

On December 2019, we have hold 71 projects with a backlog value of 537.21 million baht.

Our company applied innovation and technology information to be used for standardizing the operation and the details will be explained as follows.

1. ProjectLive Program

The Company has developed the 'ProjectLive' program for administrating and supervising the construction which is the main type of our business. ProjectLive helps the staffs to oversee their work and process the documents correctly through the smart phone. Nevertheless, in 2019 we have developed the program by adding Menu Defect (Delivery) which is the appropriated program for inspecting the construction of Condominium, Hotel, and Apartment with numerous units.

2. Document Control Software

We place an importance on the information management for both internal information and business information. Since we regard that the information is a core of business, the strategy must be correct and accurate. An effective information management, thus, is a major factor to improve our business especially the project administration information. That information comprises of design period, bid period, construction period, and post-construction. Therefore, the company has brought this software to use for accurate information and business administration. We started to store the information or data message as a database so that the staffs are able to access through cloud computing. For 2019, company applied this system with almost every project for administrating the documents such as shop drawing, RFI, As-built drawing, and manual of ISO9001 documents. Currently, the internal audit of ISO9001 quality control system is able to inspect documents through PPS Drive. All construction units will keep the quality control documents in the PPS Drive then the internal auditor can randomly check the ISO documents via PPS Drive, which is an online system that can be inspected quickly, precisely, and saves cost and time.

3. MyPPS

The Company has developed 'MyPPS' Program to be the system center connecting other parts of the Company's system. We have improved real-time time recording system to reduce the problem from finger scanning, we also developed connecting and corporate communication by connecting employees with the Company's policy, news, and other system together, including being a direct communication channel for employees. Moreover, developing the Company's searching system and basic employee information to access quickly and conveniently. Developing system for various activities to attract employees in participating.

In the meantime, we focus on staff potential development in order to be ready for the business growth and to replace the retirees. The company has set the goal for the staff to be trained or improved at 40hours/person/year and training and human resources development division accomplished this goal in 2019.

Besides, we conduct the succession plan to ensure that project managers are well groomed from the company's resources and be in line with business growth. This process begins with the recruitment, selection, development, and maintenance. We also make up a 'Project Manager' training program for conforming the company's growth.

Internal Training Course

Project Planning Service Public Company Limited has always valued the importance of the developing of employees' potential. This is because the employees who have high potential and good attitude will be a significant core in order to bring success to the company. As such, there will be frequent courses held for developing the efficiency of the employees. "PPS Training Center," the company's own training center, which was qualified as the Continuing Professional Development (CPD) by the Council of Engineers, was established as a major department of the organization which helps improving employees' skill. Therefore, PPS was received the award "The Best Continuing Professional Development" for 3rd year in 2019. PPS Training Center yet keeps improving employee efficiency and updating course information continuously by holding both in-house and out-house staffs. This can be considered as 1,123.75 Professional Development Units (PDU). The employees who join PDU can apply for a promotion from the Council of Engineers.

In 2019, based on business conducting path and career path planning, the organization has planning the employee development plan as for the efficient growth of the company. The programs are various, including In-house Training operated by in-house and outsource speakers, Public Training, On the Job Training, E-Learning and Coaching. The programs are divided into 5 levels due to the career path planning as the followings;

- | | |
|---------|---|
| Level 1 | "Basic Training (0-1 year of employment duration)": Focus on new employees to create the comprehension in role, duty, responsibility of supervisor and career ethic and morality. Moreover, create understanding of standard operating procedures by ISO 9001: 2015, such as the ISO system in project management and supervision and PPS Drive curriculum. |
| Level 2 | "Intermediate Training (1-3 years of employment duration)": Focus on intermediate employee to perform better in field works including inspection and construction supervision, construction survey, construction cost control and construction planning by Microsoft Project. Additionally, standard quality inspections such as general civil engineering promotion guidelines, the guidelines for mid-price calculation, construction, IQA, ISO quality system 9001:2015 and Onsite Training. |
| Level 3 | "Advance Training (4-6 years of employment period)": Focus on senior employee or project manager to be prepared for further managing level skills including IT for Planning, ISO for PM, construction contract managing (FIDIC) and high-rise building structure engineering for supervisor. |
| Level 4 | "Continuous Training (6 years and more of employment duration)": Focus on soft skill training to increase working skill which will bring success and progress to work. This includes video presentation making techniques and Corporate Social Responsibility or CSR, essential innovation skills, powerful communication, leadership skill, Personality development and social responsibility for sustainable development. |
| Level 5 | "Special Training": Focus on specific detail to increase the outstanding skill and specialization. This includes fire life safety, IOT (Internet of thing), BIM for project management and universal design, Green Building and Public Procurement and Procurement Act 2017. |

Details of each program are as following;

Level 1 Basic Training: a program aims to shape attitude and provide new employee information, role and responsibility. Therefore, they are able to acknowledge and understand work procedure and career path. As such, all the work done by trained employee will go to the same direction as the company's.

The courses of the program are;

- 1.1 “ISO for Construction Management and Supervision”: focus in creating knowledge and understand of ISO 9001:2015 in the field of construction management under the scope of work and the requirements in accordance with the standards.
- 1.2 “PPS Drive”: focus on the content and document management systems for organizations or high-efficiency ECM to reduce the amount of paper used within the organization and control the process of the document which able access via general web browsers.
- 1.3 “Role, Duty and Responsibility of the Supervisor”: focus on role, duty, responsibility, good governance policy and working behavior towards all the stakeholders, including shareholders, employees, clients, partners, competitors, creditors and societies. In addition, the behavior must not violate humanity right and intellectual property.
- 1.4 “Moralties and Ethics of Engineering”: emphasizing moralities, ethics, and standard in practice of supervision engineering which must be followed, including the business ethics and code of ethics guideline for the managers, the directors and the employees of the company. The course additionally focuses on the Good Governance which is against corruption and supports transparency according to the company’s policy; “Work on transparency, value Good Governance and avoid corruption.”

Level 2 Intermediate Training: this program is for employee who has intermediate knowledge of working which helps increasing career working efficiency.

- 2.1 “Electrical Power Systems for Project Managers and Engineers”: emphasize guidance on equipment installation and checking before, during, and after use for the safety and suitability of the equipment for installation and usage.
- 2.2 “Construction Inspection Techniques”: especially focus on Bored pile work, Barrette Pile, and Diaphragm Wall.
- 2.3 “Electrical Engineer and Civil Engineer Promotion Guidelines for Project Manager and Engineers”: focus on guiding on obtaining licenses, interview, and writing the works to promote the general engineer to be able to obtain a license in the engineering profession in a wider scope.
- 2.4 “Inspection of Shop Drawing in Construction”: focus on field work principles and guidelines for inspection to understand the burden, duties, and responsibilities in order to be correctly implemented.
- 2.5 “ISO Principles and Implementation in Construction Management and Supervision”: the course focuses on quality assessment principles in accordance with ISO 9001: 2015, which is a process that is controlled according to specifications and able to check the operation also able to transfer to others.

Level 3 Advance Training: to improve the efficiency in project managing, this program is for senior employee or project manager or higher-level employee.

- 3.1 “ISO for PM”: emphasize the principles of quality assessment to be in accordance with ISO 9001: 2015 in order to have a safe operation standard.

- 3.2 “IT for Planning and CM”: focus on planning the construction project with Microsoft Project, including assessing the project duration which could be follow up on tasks and deliver the work on time and can control operating costs.
- 3.3 “FIDIC Construction Contract Management” for understanding of international construction contracts, the caution in the contract, including reducing claims that may occur on the job site.

Level 4 Continuous Training: the program is for all employees, focusing of soft skill knowledge in order to improve differently working skills. This program, in addition, aims to develop information technology skill to working procedure.

- 4.1 “Presentation for PM”: focus on creating knowledge and understand for presenting to customer’s needs, improve skills in solving immediate problems effectively, and understand the principles of speaking and language used for conveying and creating an atmosphere including techniques for persuading, motivating, and engaging the audience.
- 4.2 “Corporate Social Responsibility (CSR) for Sustainable Development”: the course aims to provide an understanding of the idea of how to use resources efficiently and beneficial to society, including environment-friendly in the process of conducting the project for sustainable development, for example, CSR.

Level 5 Special Training: the specific program is particularly for project manager or project director. Its purpose is to increase the ability and skill in working.

- 5.1 “Safety of Work at High-Altitude Areas”: emphasize the understanding of high-altitude area work procedures, the selection, and the usage of personal protective equipment to work at high-altitude areas correctly and safely.

However, in 2019, in addition to the above training, PPS Training Center also provided training to external organizations, namely Singha Estate Public Company Limited, which is the FIDIC construction contract management course and is also a course that has been continuously receiving attention from the owners.

Registered Capital Increasing

The Extraordinary General Meeting of Shareholders No. 1/2019 on Wednesday 24, July 2019 has approved the increase of the registered capital from 214,963,785.50 baht to 279,452,921 baht by issuing 257,956,452 new ordinary shares with a par value of 0.25 baht per share.

Apart from the mentioned results, in 2019, the company still enhances our competency including operation standard, business administration, and training course to improve the staffs’ potential who are the core of the business.

The Company’s implementation of the Anti-Corruptions

1. PPS has revised the Anti-Corruption policy (Revision 1/2019) and published on the Company’s website.
2. PPS has arranged anti-corruption training regularly in order to provide all employees with the knowledge and understanding about the anti-corruption policy and good practices.

The operating results from the Company’s subsidiaries and joint ventures for the year 2019 are reported according to the company has re-arranged the investment structure and operation by gradually sold the investments in associated companies and subsidiaries that are inability to gain a profit and/or the company cannot control their direction. Additionally,

we reorganized some part of the company's structure causing the remaining business groups are divided into three main business group which are:

Investment Platform consists of:

- Ensemble Equity Pte. – The company of the investment and seeking partners in various projects.
- Profin Group Co., Ltd. – ICO portal business for developing to Equity Crowd Funding and Debt Crowd Funding in the future.

Project Technical Support consists of:

- PPS Oneworks Company Limited (PPSOW)
The company formed by the original PPS Design by selling some shares to Oneworks, an architect company from Milan, Italy which is a professional in design and infrastructure system especially Airport work and adding new capital. This company has become a Thai company with an international portfolio, thus increasing PPS Groups' capability to accept more various types of work, also increasing the technical capability of the groups. PPSOW also operates business of the design and supervise works, the service of Quantity Survey (QS), and Building Information Modeling (BIM) including technology supporting. In 2019, PPSOW has participated in the tender of U-Tapao Airport, Terminal 3 and Aerotropolis developing project.
- PPS Innovation Company Limited (PPSI)
The integration of original PPSIC's IT business together with SAPATT Project's business, which is a business of energy saving technology. PPS has a completely authorized control of this company without the joint-venture company. This company has the intention to work to consolidate boundaries of installation and supervision.

Property Development consist of:

- Project One Property Development Company Limited (P1)

The company is established for operating property development business by joining the development of the project with the people who are looking for joint investors. In 2019, P1 has signed in property development agreement (villas) at Yamu Cape, Phuket. With this strategy, we have expected that the company's revenue will grow continuously and able to set a better target of income by do not rely on other company's projects.

International Operation Development

The company has a joint venture with Oneworks from Italy in order to strengthen the potential of international operation and to be ready for the work in the AEC. In 2019, PPSOW has participated in the tender of U-Tapao Airport, Terminal 3 and Aerotropolis developing project. Furthermore, PPS and PPS Oneworks have collaborated with The International Air Rail Organization (IARO) to organize the Innocon Bangkok 2019, innovation exhibition compiled construction technology from around the world and the converse from the perspective of government officials and international leading companies including many senior leaders in the industry.

Operation Targets for 2020

According to the Company's strategy in 2020, The Company has the intention to implement the said strategy to achieve concrete results and be able to show the results through the business profit of the company. With the operation goals as follows:

1. Corporate communication for stakeholders to understand the changing business conditions, Market Communication and Branding

This operation target would like the stakeholders to understand the changing business conditions also understand the strategy, value, and changed mission which is significant especially the communication in the organization and the communication creating business connection by communicating through various social activities.

2. Extension of technological and information innovation to be able to compete and generate revenue for the company.

The success of using technology and computer programs for the construction relies on the ability to support customers and a true understanding of the business that the technology is using. At present, there are many technologies used in the construction industry and have to develop. In other words, this is another important point of the business.

PPS is already operated in this business and has good conditions and the ability to generate revenue from this ongoing business. Some program will be developed within the organization such as ProjectLive, a Site Inspection program and MyPPS, a Human Resource Management program in Employee Self Service field. The new modules will be developed continuously this year onwards.

For some programs that related to an alliance with the software vendors, including the partnership with an educational organization to develop the potential of human resources to be able to use those technologies.

Therefore, the Company's training in this year is about the use of technology, computer programs in construction and Building Information Management (BIM). The company has entered into academic cooperation agreements with many universities in the country. Most recently, there will be a contract to cooperate in the Building Information Modeling (BIM) course with the Faculty of Engineering, Ramkhamhaeng University which is a course that will allow students and the general public to participate in the training.

3. International Operation Development

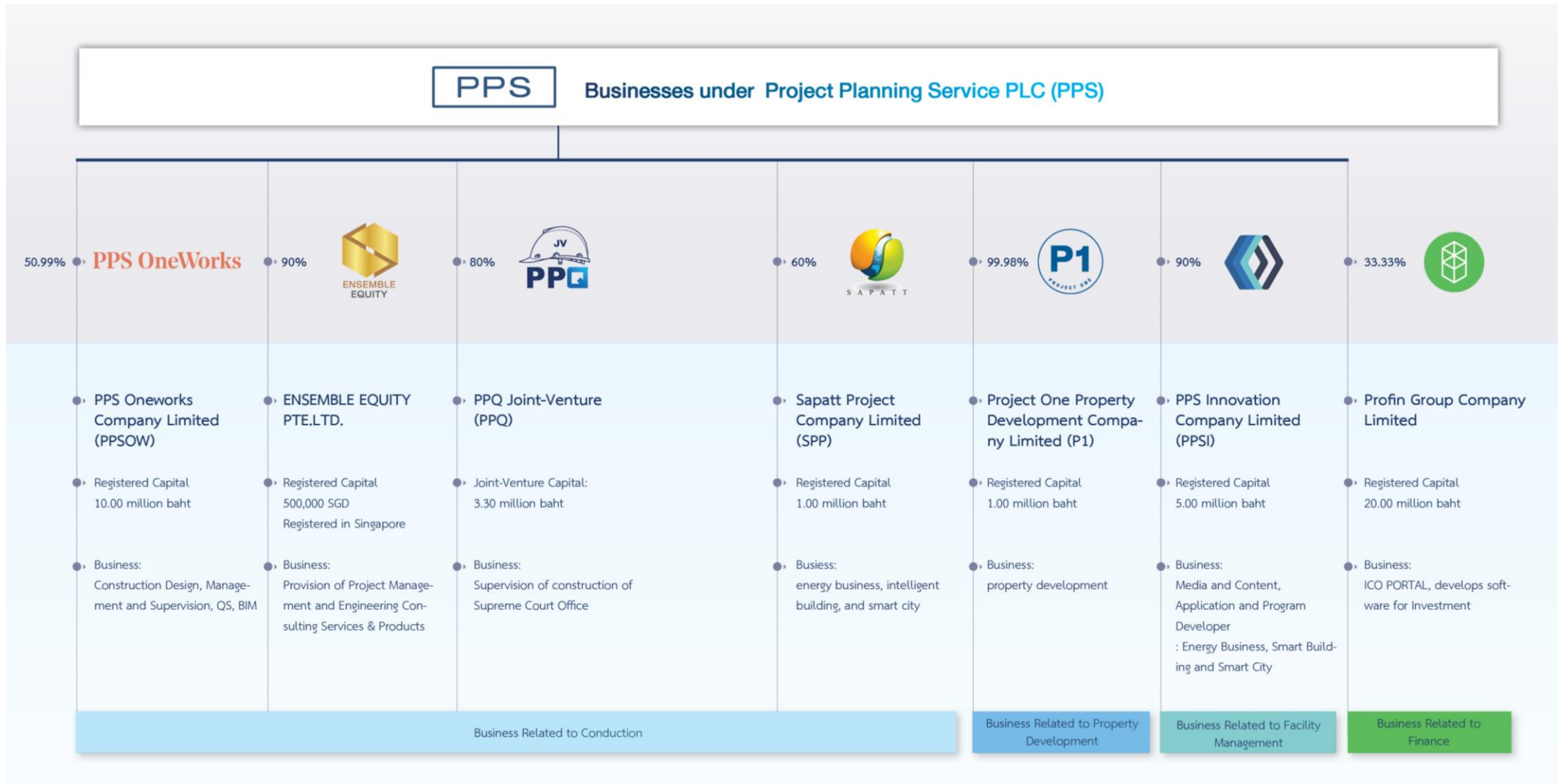
The company focuses on upgrading the work to be international by changing the operation. Information technology has been applied throughout the work process, changing management within the company by creating new Career Level and Career Path etc.

4. Revenue

Our main revenue comes from projects of government sector in order to suit the market condition. In 2020, the government sector will extremely prosper by public utility infrastructure; in the meantime, we also keep working on the projects of private sector such as the former and new business partners and foreign investors. We are confident to invest more in private sector because of the economic stimulus and the investment in government sector. However, PPS targets the total revenue of PPS Group in 2020 at 450 million baht by maintaining a net profit rate of not less than 10 percent consist of the construction management and supervision which is the main business and the growth of subsidiary companies including design work, quantity survey (QS), Building Information Modeling (BIM), technology information, energy business, intelligent building, and smart city.

Apart from revenue target, PPS also has a policy of increasing transparency and considering the shareholders and people constantly involved in the business operations in every business and activity that the company has participated as important to enhance our growth and to develop community, society, and environment.

1.3 Shareholding Structure



*Remark: the document updated on December 31st, 2019

1.4 Relationship with Business units of Major share holders

- None -

2. Operation of Key Business Units

Revenue Structure

Type of Revenue (according to project type)	2017		2018		2019	
	MB	Ratio (%)	MB	Ratio (%)	MB	Ratio (%)
Revenue from Services	388.95	98.21%	378.50	97.78%	388.95	98.21%
Revenue from Construction Supervision	373.47	96.02%	377.43	99.72%	373.47	96.02%
• Office Buildings	27.10	7.26%	32.58	8.63%	27.10	7.26%
• Retail Areas	101.64	27.22%	103.96	27.54%	101.64	27.22%
• Residential Buildings	101.23	27.11%	109.73	29.07%	101.23	27.11%
• Multi-purpose Building (Mix Use) ¹	9.58	2.57%	21.98	5.82%	9.58	2.57%
• Hotels	4.93	1.32%	-	0.00%	4.93	1.32%
• Hospital	17.65	4.73%	19.24	5.10%	17.65	4.73%
• Factory	15.92	4.26%	7.42	1.97%	15.92	4.26%
• Infrastructures	80.43	21.54%	61.00	16.16%	80.43	21.54%
• Others/ ²	14.99	4.01%	21.52	5.70%	14.99	4.01%
Revenue from Design	12.97	3.33%	1.07	0.28%	12.97	3.33%
Revenue from Concerts	2.51	0.65%	-	0.00%	2.51	0.65%
Revenue from Sales	-	-	-	-	-	-
Other Revenues	7.08	1.79%	8.59	2.22%	7.08	1.79%
Total Revenues	396.03	100.00%	387.09	100.00%	396.03	100.00%

Remarks ¹: Comprises: Retail Areas, Office Buildings, Hotels

²: Comprises: Distribution Center, Data Center, Infrastructure, Temple Measure, Showroom

2.1 Product or Service Features

Nature of Businesses

Currently, Project Planning Service PLC (PPS) has been offering a numerous of services in management and construction supervision of construction works such as building and Infrastructure, structural & architectural works, civil works, utilities system (electrical and communication systems, mechanical systems, sanitary system and fire protection system), landscape, interior decoration including construction consultant and construction management. For the owners, the Company have provided the service of project planning, construction supervision from the beginning until handover projects and also provided the service during warranty period. The providing services of the Company are described as below:

- Project Feasibility
- Structural Design
- Quantity Survey
- Project and Lay out Planning
- Design, Review and Coordination for excellent output
- Value Engineering

- Construction Management
- Construction Permit Coordination
- Project Survey and Cost Estimation
- Construction Supervision
- Checking and Testing all Utilities before Project Handover
- Project Cost Control
- Energy Management
- Building Utilization and Building Renovation

The Company is the first engineering consulting company with the certification of quality standard ISO 9002 from the Engineering Institute of Thailand under His Majesty the King's Patronage and EAQA (Environmental Accredited Quality Assessment) Institute in the UK since March 1999. From January 2005 to present, the company has been improving and developing the quality system until being certified with the quality standard ISO 9001:2000 from BVQI (Bureau Veritas Quality International) and has been certified the quality standard ISO 9001 : 2015 from BUREAU VERITAS CERTIFICATION HOLDING SAS - UK BRACH on May 2018. Currently, to reach clients expectation and gain trustworthiness, the company has applied ISO system to all projects and assigns the trained employee to perform internal audit along with the follow-up of BUREAU VERITAS for every six months.

The Providing Services of the Company for Construction Management

The providing services of the Company for construction management can be divided into 3 phases

1. Pre-Construction Phase: The Company will advise owners and give the comments when necessary and also will help and support owners to choose the appropriate contractors for projects.
2. Construction Phase: This Phase will start from construction on the first day until the last day of the construction.
3. Post-Construction Phase: This phase will start from ending of the construction until project handover.

1. Pre-Construction Phase

- 1.1 Advise about project goal planning.
- 1.2 Advise about structural management and project management system.
- 1.3 Establish project working plan for construction supervision.
- 1.4 Advise and cooperate with owners to set up Safety, Health and Environmental Care Plan (SHE) for project construction.
- 1.5 Check and review construction drawings and specifications to propose owners and also review construction drawings and specifications to save project cost.
- 1.6 Determine contract agreement between owners and contractors including payment term.
- 1.7 Advice about law and other regulations related to project construction.
- 1.8 Advice about the best choice or alternatives of project construction for making decisions.
- 1.9 Choose appropriate contractors to propose to owners.
- 1.10 Prepare bidding process to choose contractors for project constructions.
 - Make bidding documents and other regulations including recommendation for drawings and specifications and site survey.
 - Arrange a meeting to explain the TOR and answer the questions.

- Analyze bidder qualifications.
- Propose negotiation method.
- Propose bidder selection method.
- Create hiring document.
- Prepare contract and document.

2. Construction Phase

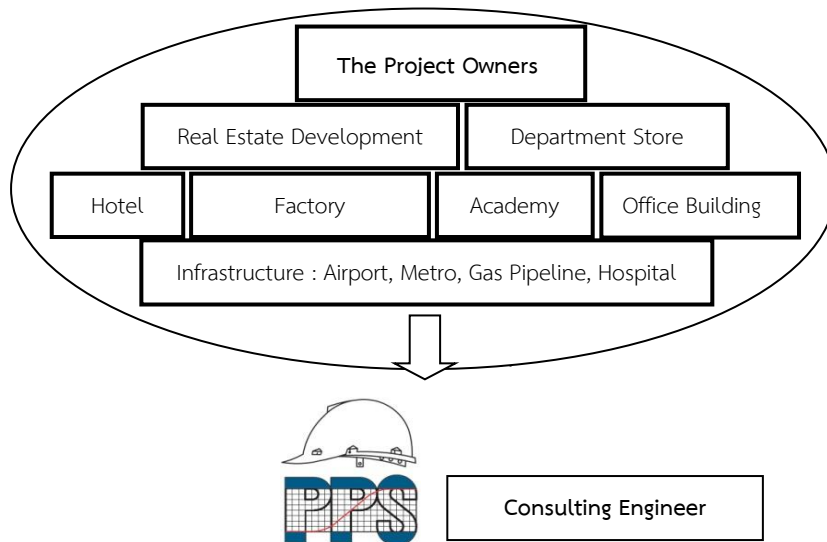
- 2.1 Construction supervision for whole project.
- 2.2 Review material approval.
- 2.3 Review shop drawings approval.
- 2.4 Advise, recommend, revise or change construction method to make it more efficiently.
- 2.5 Set meetings with owners, contractors and/or designers to follow project progress and solve project problems.
- 2.6 Review and check working process including accelerate contractors to work follow by the schedule.
- 2.7 Check contractor payment following by contract and actual work progress.
- 2.8 Solve project problems during project construction such as drawings.
- 2.9 Explain drawings and contracts of project construction to facilitate and build the project effectively.
- 2.10 Stop project construction temporary when project construction is not safe enough to keep constructing.
- 2.11 Check material testing based on contracts.
- 2.12 Reject under standard contractor works.
- 2.13 Approve and recheck sub-contractor and contractor execution.
- 2.14 Propose suitable recommendations and appropriate solutions to compromise among other related construction departments.
- 2.15 Assist owners in several ways.
- 2.16 Report and create monthly project progress report.
- 2.17 Conclude reasons, conditions, and quantity of project variation.
- 2.18 Create cash flow evaluation to be cash flow database of owners.
- 2.19 Coordinate among contractors.
- 2.20 Recheck and advise owners about contractor's claims in case of project extension, addition works and other related topics.
- 2.21 Construction supervision, accidental and environmental protection plan from project construction, demolition and supervision of existing building demolition.
- 2.22 Coordinate among owners and owner's representatives to facilitate building utilization.

3. Post-Construction Phase

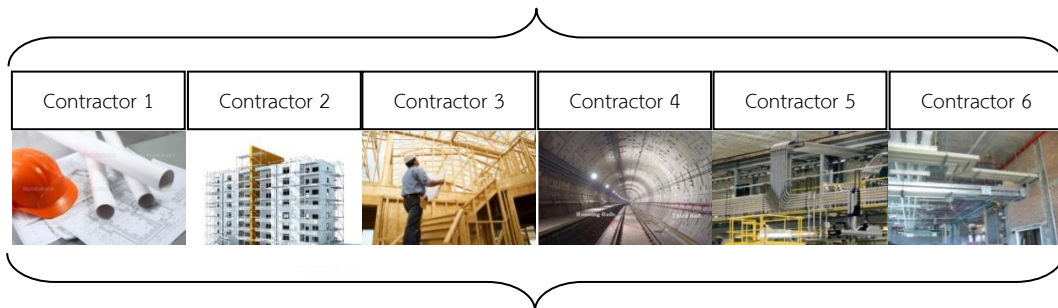
- 3.1 Set post-construction plan to manage building utilization after project operation including architectural and engineering maintenance based on warranty contracts.
- 3.2 Check defect lists and report to owners including supervise contractors to fix all defect lists completely before handover.

- 3.3 Collect and review as-built drawings of contractors and handover to owners.
- 3.4 Collect and recheck operation manual of all equipment that install in the building and handover to owners.

The Conclusion of Management and Construction Supervision



Until construction is complete.



Conducting Businesses

Overall picture of the businesses of the Company, subsidiary companies and joint-venture company.

1. 5 Subsidiary Companies:

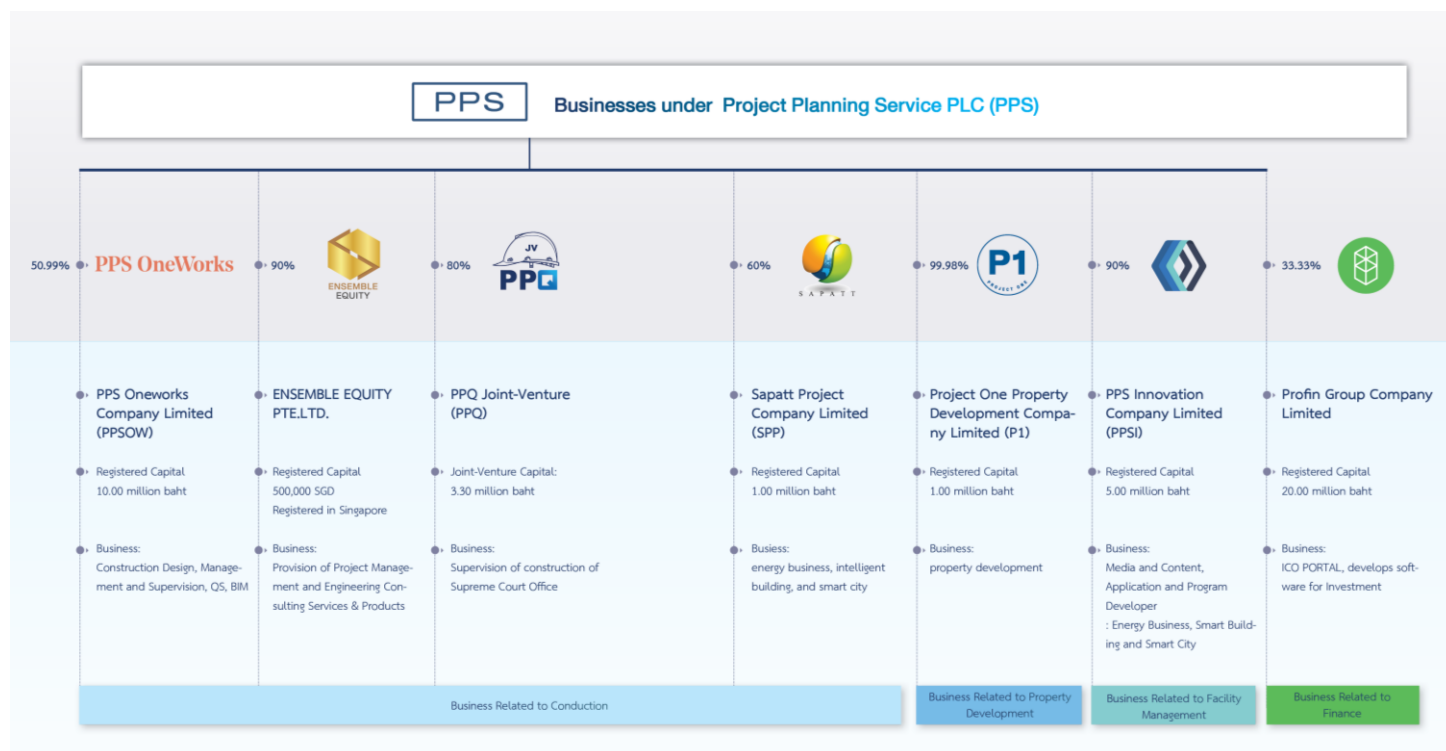
- PPS Oneworks Company Limited, with shareholding 50.99% of the registered capital.
- PPS Innovation Company Limited, with shareholding 90% of the registered capital.
- ENSEMBLE EQUITY PTE.LTD., with shareholding 90% of the registered capital.
- Sapatt Project Company Limited, with shareholding 60% of the registered capital.
- Project One Property Development Company Limited, with shareholding 99.98% of the registered capital.

2. 1 Venture:

- Profin Group Company Limited, with shareholding 33.33% of the registered capital.

3. 1 Joint-Venture:

- PPQ Joint-Venture, with shareholding 80% of the registered capital.



Policy to divide the operations of companies in the group.

1. PPS Oneworks Company Limited (PPSOW) offers construction design, management and supervision, Quality Survey (QS), and Building Information Modeling (BIM).
2. PPS Innovation Company Limited (PPSI) The leading service of media and content about technology and also application and program developer. Including provision of energy business, smart building, and smart city.
3. ENSEMBLE EQUITY PTE. LTD. (EE) Registered in Singapore. EE offers provision of Project Management and Engineering Consulting Services & Products.
4. Sapatt Project Company Limited (SPP) offers Energy Saving Business including Smart Buildings, Smart Cities, and Inspection and Control for using energy efficiently.
5. Project One Property Development Company Limited (P1) operates property development business.
6. Profin Group Company Limited offers ICO PORTAL and develops software for Investment.
7. PPQ Joint-venture (PPQ) offers services in supervising construction of the Supreme Court building.

2.2 Market Sentiment and Competition

Engineering consultant business on design and project management which is the main business of the company is closely related to the property development and infrastructure development business. Thus, the analysis of these two businesses must be done to reflect the company's business as a whole.

From the report of Office of the National Economic and Social Development Council (NESDC) reported that in 2019, Economy in Thailand in the first nine months grew by approximately 2.5% slowing down from the growth of 4.3% in 2019. The investment has been expanded at 2.6% (expanded at 3.6% in 2019) by the public investment has been expanded 1.7% (expanded at 4.3% in 2019) and the private investment is increased by 3.0% (expanded at 3.4% in 2019). According to the Thai economic outlook for 2019 is expected to grow by 2.6% and is expected to grow by 2.7 – 3.7% in 2020, with significant support from the favorable expansion of domestic demand, household spending is promising to continually expand, the private investment, including the investment under the public-private partnership (PPP), the public investment following the progress of major infrastructure investment projects, the slightly improvement in exports, the government economic operations, and the improving of the tourism sector.

The Thai economy in 2020 is still limited due to the low growth of trading partners' economies amid the risk of economic fluctuations and the world financial that is still at a high level. However, the Thai economy tends to improve slowly from 2019 as the trend gradually improves the world economy and adjustment of the trading direction and international investment on trade protectionist measures. Including the improvement of driving force from the tourism sector and driven by domestic demand, which still has good fundamental factors in terms of public investment which tends to accelerate as a disbursement under important infrastructure projects that are scheduled for completion and available for service during the years 2020 – 2021. Additionally, the private investment with additional support factors from relocating international production

bases and household spending that has support from interest rates and inflation rate at a low level and also the additional motivation from the government's economic management measures.

Real estate sector in 2019, According to the Bank of Thailand's business trend report for the 3rd quarter of 2019, real estate revenue and construction contracted due to sluggish domestic purchasing power. In addition, there are still a lot of residences for sale which is estimated that around 150,000 units of completed housing awaiting sale. The financial institutions are still strict in granting housing loans as well as the Loan to Value (LTV) regulations is effective. However, after the government announced measures to reduce the burden of housing buyers to support and relieve the burden on people who want to have their own residence by reducing the registration fee of ownership transfer and registration fees for real estate mortgages to 0.01% (only the purchase of housing, land, buildings, or apartments at a price not more than 3 million baht per unit), which will benefit the overall image of the housing market in 2020.

In 2019 continuing to 2020, the Company sees more growth in hospital and healthcare service business which require additional construction facilities in both domestic and regional countries.

The public sector's projects are shown slowing down in 2019, however, the trend is predicted increase continuing in 2020 according to the government policy of spending and investments especially in the infrastructure projects which are the mega projects that have been approved by the Cabinet and under construction of 17 projects in the total amount of 681,190 million baht with the duration of operation 2016 – 2023. It shows that these projects will be the main policy to stimulate the economy from the government. With various projects from both government and public enterprises whether it is an intercity train network or other land transportation projects such as motorways and city connected highways, MRT, twin railroad construction project, water and air transportation, airports and including other development projects that will be a positive impact on the consulting engineering business such as the special economic zones.

However, there are risks from delays of such projects internally from the government processes and also from the clarity of public private participation scheme and difficulties on expropriation of project lands. So, there are opportunities that could also associate with risks which need to be carefully managed.

Another factor that will benefit for the construction business sector is the Eastern Region Economic Corridor Project (EEC), which is a strategic plan under Thailand 4.0 that aims to elevate the Eastern Economic Area to become the “WORLD CLASS ECONOMIC ZONE” supporting the investment of SUPER CLUSTER industry and the target industry of the country. To be an economic driving mechanism in the next 20 years. The investments in the first 5 years are an investment in infrastructure and the investment support 10 target industries according to Thailand 4.0 policy under the framework of public and private sector investment that covering Chonburi, Rayong, and Chachoengsao. The investment in transportation infrastructure is a large proportion of investment budget for increasing the quality and connectivity within the country and region, both by land, water and air as the transportation hub and Asian logistics. The construction of Map Ta Put Pier, Phase 3, Laem Chabang Port, Sattahip Commercial Port, U-Tapao Airport, which is a commercial airport. In addition, private investment in the Eastern Economic Corridor (EEC) project is likely to expand well with the value of investment promotion applications expanding as high as 137.4 percent in 2018 and 75% in the third quarter of 2019 which will be a positive effect on the consulting engineer business.

In an overall picture, the engineering consultant business will be stable or may improve somewhat in 2020 due to the political stability, government sector investments, private sector confidence, better balance of demand and supply in property development sector, the improving of the tourism sector, low interest rates and low construction material costs.

However, price competition is still seen and there is business pressure from the lack of staff. This could affect the engineering consultant business as a whole.

However, PPS will continue to move the business forward cautiously with sustainable growth and continuously monitoring the market sentiment and competition so the company could adjust its strategy accordingly and manage the risks associated efficiently.

2.3 Product or Service Procurement

Service Procurement Process of the Company

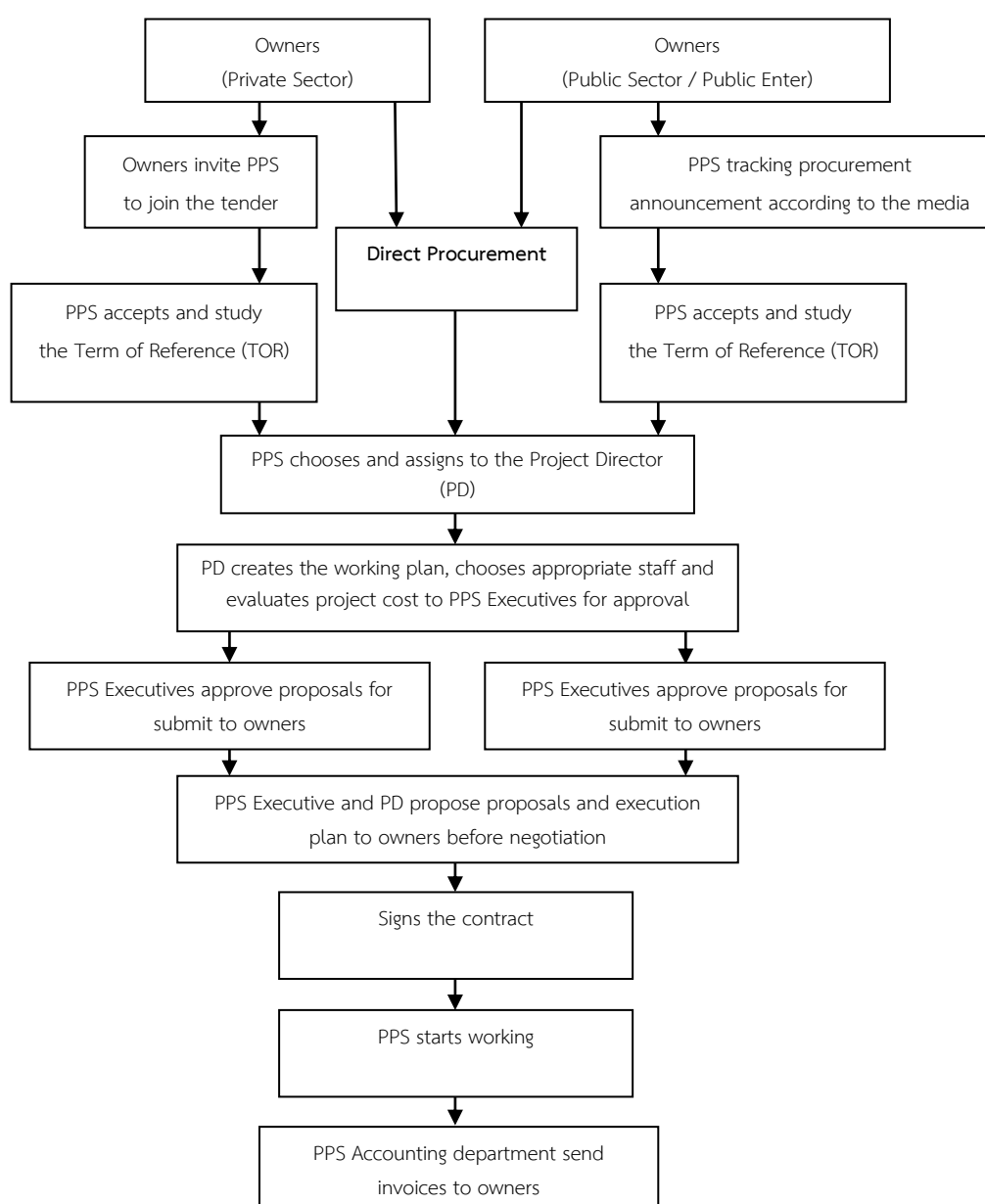


Diagram Description

1. Owners invite the Company to join the tender.
2. The Company accepts the invitation and/or study the details of TOR.
3. The Company creates the working plan, chooses appropriate staff to work on this project and evaluates project cost to propose technical proposal and financial proposal to owners.
4. The Company presents proposals to the Company's executives for approval before submitting.
5. Executives and/or assigned person propose technical proposal and financial proposal including execution plan to owners before negotiation.
6. The Company signs the contract.
7. The Company starts working followed by execution plan and also assigns suitable staff to work on the whole project until project handover.
8. Accounting department and financial department send invoices to owners every month based on the contract agreement.

Outsource Procurement

The company may require outsourcing in order to join as a team or department is proposing to receive consulting engineering for construction management and supervision for projects in which the project owner has the specifications of the scope of service and/or the specifications of the personnel qualifications as specified in the Term of Reference: TOR, such as might having a track record of a past specialized project.

In this regard, the Company has specified methods and criteria for the selection of outsiders who have passed the preliminary criteria under the conditions in the TOR of the project owner as of the duty of the project director. The Company will send invitation letters to outsiders to listen to the details of the services that will be hired. And allows the outsiders to submit service offers, both technical and service rates, to the Company within the deadline. As well as being responsible for negotiating terms and rates until a preliminary conclusion has been obtained. Then, the project director will propose the outsiders' proposal to the Executive Committee for comparison of conditions, quality, and service rates that are within the budget framework and approval of further employment.

Environmental Impact

Our main activities do not create any negative impact to environment. At most, the impact could be caused by the contractors involved in the project. Therefore, we also require the contractors to provide the safety plan that also covers environmental impact.

2.4 Undelivered Projects on High-Valued Purchase Agreement

As on December 31st, 2019, the company has Backlog projects valued until the end of 2024 about 537.21 Million Baht from both Public Sector and Private Sector which is the revenue of 2020 about 266.39 Million Baht

Backlog on December 31st, 2019

	Million baht
Value until the end of 2024	270.82
Private Sector	125.97
Public Sector	144.85
Value until the end of 2020	266.39
Private Sector	102.47
Public Sector	163.92

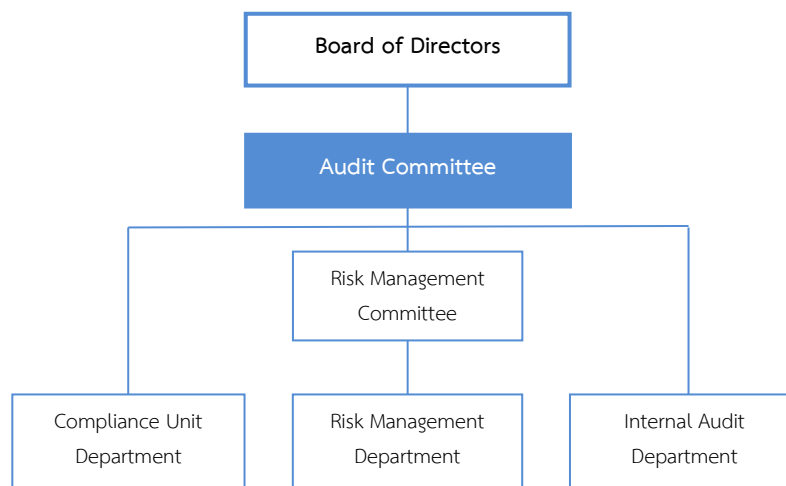
3. Risk Management

Risk and Risk Management

Project Planning Service Public Company Limited or PPS recognizes the importance of risk management. As both internal and external factors could affect the performance, the company, then, has established the board of risk management since 2012 to be responsible for corporate risk management. The major function of the board of risk management is to prepare, monitor, and continuously evaluate the risk management plan.

In the year 2019, the board has summarized the risk issues of the Company as follows:

Enterprise Risk Management Organizational Structure



1. Strategic Risk is the risk from business operations that are not in accordance with the business plan or strategies determined by the Company which summarize risk issues and risk management guidelines as follows:

- Business Risk

The business of construction project management and supervision can be formed with a few capitals so there are many new starters in the market. This caused the existing businesses to expand their operation for new projects. It also caused higher capitals for the operation, higher competitiveness in the market, and higher price competition.

Despite the growing competition which gives more choices to the clients and more pressure on fee structure, we believe reputation, experience, and acceptance on professionals are still the most important factors that clients use in selecting the construction project manager. Therefore, we are able to manage the higher risk in this regard.

Nevertheless, the Company is fully aware of the risk from growing business competition. It is our policy to create additional competitive advantages. We aim to make our differentiation more concrete and noticeable. For example, we have developed ProjectLive and My PPS programs to be used internally to enhance construction project management activities. In addition, we have followed our quality policy to continually improve the efficiency of our operation. These ensure that we can maintain our existing customers and attract new customers from positive referral. In addition, in the year 2019, the Company has collaborated with the engineering consulting partner to increase the potential for receiving large-scale

government projects resulting get a new project which is Government Complex Zone C. The Company also expand the scope of work and seek for new businesses that generate revenue by establishing PPS Oneworks to carry out the business of design, BIM, QS, and technical support as a comprehensive business.

- Management Risk

With the business that is operating more competitive and the expanding business of the Company, therefore, there is a risk in the management of both personnel and joint venture companies. Risk management guidelines as follows:

A. Human resource management risks to support the company's growth

Our company is the service business; thus, human resources regards as the most important resource of the company. It is crucial to retain and continuously develop this division for sustaining the business growth. It includes the recruitment, existing staffs' potential development, and new management team development to continue the business. The main reason for the higher risk in this concern is due to the rapid growth of construction related-businesses. This growth creates pressure in recruiting and maintaining the quality staffs.

The Company manage this risk by developing the human resources policy continuously so that we can support the demand of human resources in each department depending on the work and strategy. The human resource planning is monitored on the monthly basis. The continuous human resource development plan has been laid out. We also try to increase overall compensation and other benefits for our valuable staffs for maintaining high morale and retain most important staffs.

B. Risk from investment in subsidiaries

Business expansion is another strategy that the Company has determined for progress and sustainable growth. Investment in subsidiaries are supporting the original business and expand scope of work of new businesses in order to achieve the diversity and growth of the company in the future. The operation of subsidiaries will encounter risk factors that may not be profitable. This year, we have a plan to manage the risk by adjusting the operation plan of the subsidiary to expand the scope of work of PPS Innovation Company Limited (PPSI) by increasing the software services used in the construction management and supervision. The result is not only being able to increase work efficiency through innovation for the companies' group but also generate additional revenue by providing services and selling to the same type of businesses.

2. Operational Risk is the risk from the operation process which may have the inadequate or the error of personnel, systems, or operating procedures. Effective operational risk management helps the business run smoothly. Which summarize risk issues and risk management guidelines as follows:

- Risks related to recruiting suitable and qualified personnel

The Company has risk prevention plan in this issue by advertising the job requirement on media and public relations such as job recruitment website and university relations. In the past year, the company has announced job applications in JOBBKK and can online the positions every day, so we can record and observe the resume of applicants as well. For the university relation, we sent the recruitment letter to the deans for requiring the students especially in international engineering program. The lists of the university that we have cooperated are displayed below.

- Sirindhorn International Institute of Technology (SIIT), Thammasat University
- Kasetsart University
- King Mongkut's University of Technology Thonburi

- King Mongkut's Institute of Technology Ladkrabang
- Asian Institute of Technology (AIT)

- Risks in research and development innovation

The Company has a policy for innovation to make a distinct difference in the same business which was invented since 2015 and continuously developed. The Company found that research and innovation have the risk of being modified, copied, or duplicated, the risk from lack of personnel for innovation development, and the risk from unsuccessful cooperation with external agencies. Which the Company has risk management plan by restricting access to innovation to only the Company's employees and during the shortage of personnel, we have chosen to work with reliable agencies to be under the close supervision of our employees along with the additional permanent staff.

3. Financial Risk is the risk of Cash Flow and Working Capital that affects financial liquidity due to the Company's business has income from providing construction consultancy services, therefore, have both income and expenses occurring each month. In most cases, the impact will come from the delayed payment received or a delayed contract extension. Which the Company has risk management plan by arranging a monthly follow-up meeting as a warning signal for prevention. Currently, billing and cash flow are still positive for business operations.

4. Compliance Risk: Since the business operates is a business under the law. There are rules and regulations governing Act, Royal Enactment, Municipal Law, etc. which if the mentioned law or regulations have been changed, may affect the Company operating result. In the non-compliance/ violation or negligence that causes the company to lose credibility, affecting competition and cost. In order to prevent the risk that may occur, the Company has assigned the department to monitor the change of laws and regulations to coordinate and inform various departments to acknowledge and practice.

5. Corruption Risk: despite the low risk from internal fraud, we still see risks associated with corruption malpractice. The malpractice is crucial to our reputation. We do not tolerate any of this risk. Therefore, we have set our anti-corruption policy for the staff to follow along with an action plan ISO 9001 : 2015. Our management closely monitors our operation to ensure transparency throughout operating process. Furthermore, PPS has set up a whistleblower line directly to the company's board of director at whistleblow@pps.co.th

6. Emerging Risk is an invisible risk at present but can be expected to occur in the future due to changes in various fields such as politics, law, society, technology, environment and natural changes, etc. This type of risk is a risk that may not be clearly identified. Although the frequency of occurrences is low, when they occur, they will have a severe impact on the company. This emerging risk is often predicted based on available studies and the high probability of occurring.

The Company has determined emerging risk as a risk from Digital Transformation. When new digital technology has an impact on operations, resulting in knowledgeable personnel with technology capabilities may not be enough. In order to prevent this risk, the Company has determined to closely follow news about technology development in the construction industry including preparing personnel for training on the use of innovation or new technology.

Nonetheless, the Company also allows various departments to gather information related to this new emerging risk to understand and find ways to appropriately limit the effects.

4. Asset Used in Operation

4.1 Total asset of the Company and subsidiaries on December 31st, 2019 are as followed;

Asset Items	Type of Proprietary Right	Status	Accounting Value (Baht)	Obligation	Mortgage Credit (Baht)
1. Land					
1.1) Title deed no. 122513 T.Suan Luang, A.Suan Luang, Bangkok Area 0-1-44 Rai	Hold by the Company	Used for Head Office Location	2,900,000	Mortgage with TMB Bank	100,000,000*
1.2) Title deed no. 16802, 16792 T.Bor, A.Klung, Chanthaburi Area 2-0-22 Rai, 1-3-19 Rai	Hold by the Company	Investment Properties	1,031,800	- None -	- None -
2. Buildings and Building improvement					
2.1) No. 381/6 (Title deed no. 122513) T.Suan Luang, A.Suan Luang, Bangkok Area 648 Sq.m.	Hold by the Company	Head Office of the Company and Building of Subsidiary Companies	10,513,093	Mortgage with TMB Bank	100,000,000*
2.2) Room No. 1444/43 1 st Floor PlamHill Condominium 8 Bypass Road, Cha-Um, Phetburi Area 262 Sq.m.	Hold by the Company	Welfare for executives and employees	1	- None -	- None -
3. Office Equipment	Hold by the Company	Used at Head Office and Sites	2,453,736	- None -	- None -
4. Office Furniture	Hold by the Company	Used at Head Office and Sites	375,532	- None -	- None -
5. Computer Accessories / IT Equipment	Hold by the Company	Used at Head Office and Sites	2,947,528	- None -	- None -
6. Vehicle	Hold by the Company	Used at Head Office and Sites	7,940,339	- None -	- None -
Total			28,162,029		

* Total mortgage financial amount is 100 million Baht. (Including land, building and part of building improvement)

Intangible Assets

Total intangible assets of the company and subsidiary companies on December 31st, 2019 were 8,266,064 Baht comprising of computer programs, accounting software, human resource software and designing software.

4.2 Contracts relating to property (on December 31st, 2019)**4.2.1 Rental Contracts**

The Company entered into an agreement to lease the area of the 2nd and 3rd floor buildings (partially) in order to be the head office for subsidiaries and joint ventures of the Company with details as follows;

Rental Contracts	
Lessor	Project Planning Service PLC (PPS)
Tenant	Sapatt Project Company Limited
Rental Rate	2,000 Baht per month
Duration	From October 9 th , 2018 to October 8 th , 2019 and From October 9 th , 2018 to December 31 st , 2019

Rental Contracts	
Lessor	Project Planning Service PLC (PPS)
Tenant	PPQ Joint-Venture
Rental Rate	2,000 Baht per month
Duration	From January 1 st , 2018 to December 31 st , 2018

Rental Contracts	
Lessor	Project Planning Service PLC (PPS)
Tenant	Project One Property Development Company Limited
Rental Rate	2,000 Baht per month
Duration	From June 1 st , 2019 to December 31 st , 2019

4.2.2 Insurance Policy

Contract Party	Muang Thai Insurance PLC
Policy No.	FA163047-18RBK
Type of Insurance Policy	Fire and catastrophe insurance policy for dwelling house
Location of Property Insured	1444/43, 1 st Floor PlamHill Condominium 8 Bypass Road, Cha-Um, Cha-Um, Phetburi
Period of Insurance	From March 21 st , 2020 to March 21 st , 2021
Amount Insured under this Policy	3,888,900 Baht (Added by the amount at risk of natural disasters 80,000 Baht)
Beneficiary	Project Planning Service PLC

Contract Party	MSIG Insurance (Thailand) PLC
Policy No.	19-57200050
Type of Insurance Policy	Fire insurance policy
Location of Property Insured	Head Office, Project Planning Service PLC (PPS) 381/6 Soi Rama IX 58 (Soi 7 Seri 7), Rama IX Road, Suan Luang, Bangkok 10250
Period of Insurance	From November 11 st , 2019 to November 11 st , 2020
Amount Insured under this Policy	6,246,000 Baht
Beneficiary	TMB Bank Public Company Limited

Contract Party	Bangkok Life Assurance PCL
Policy No.	2556078
Type of Insurance Policy	Group Insurance (Temporary)
Insured Person	Employees of Project Planning Service PLC (PPS)
Period of Insurance	From January 1 st , 2020 to December 31 th , 2020
Beneficiary	Employees of Project Planning Service PLC (PPS)

Contract Party	ACE INA Overseas Insurance Company Limited
Insurance Policy No.	PLI 0000099 PI-00541
Type of Insurance Policy	Professional Indemnity Insurance
Coverage / Responsibility	Engineering Service including related Design Work, Construction Supervision and Project Management
Period of Insurance	From January 1 st , 2020 to January 1 st , 2021
Coverage	Insurance coverage limits are not exceeded 40,000,000 Baht
Beneficiary	Project Planning Service PLC (PPS) or PPS Oneworks Company Limited (PPSOW)

4.3 Financial Investments in Subsidiaries and Associate

On December 31st, 2019, the Company has 5 Subsidiary Companies, 1 Associate Companies and 1 Joint Venture. Total assets of the Company at the end of 2019 in subsidiaries, associate and joint-venture are 25,540,623 Baht or 5.96% of total assets of the Company.

Company	Paid up Capital (Baht)	Percentage of Shareholding (%)	Value of Investment (Baht)
PPSOW	3,000,000	99.99%	3,453,720
PPSI	5,000,000	89.99%	4,499,990
EE	12,949,822	90.00%	11,680,447
SPP	1,000,000	60.00%	600,000
P1	1,000,000	99.98%	999,800
PROFIN	20,000,000	33.33%	1,666,666
PPQ-JV	3,300,000	80.00%	2,640,000
รวมราคาทุน			25,540,623
<u>Deduct</u> Provision for impairment of investment – PPSOW			(3,453,720)
<u>Deduct</u> Provision for impairment of investment – PPSI			(4,499,990)
<u>Deduct</u> Provision for impairment of investment – EE			(5,602,236)
<u>Deduct</u> Provision for impairment of investment – SPP			(600,000)
Net Total			(14,155,946)
Total Investment Fund by net cost method			11,384,677

4.4 Investment Policy for Subsidiaries and Associate

The Company's investment policy is to consider business extension by being in partnership with famous business partners to establish joint venture or consortium. For mega project bidding, the Company will consider of staff efficiency, capability, profit and creditable partners to order to avoid risk in the future.

For the Company's investment policy for subsidiaries and associate, the Company will consider of investment return, risk and cash flow of subsidiary companies prudentially. Moreover, the company will concern about potential of subsidiary companies to support and facilitate the operations of the Company. Each invested project has to get approval from Board of Directors and shareholder meeting based on their authority. Also, most of subsidiary companies' committees come from the Company's committees and/or executives to lead business operation and policies of subsidiary companies in accordance with the Company policy.

5. Legal Disputes

At present, the Company and subsidiary companies have no legal dispute that may cause damage to the Company more than 5% of the stockholders' equity and result in a negative consequence with regards to the Company's businesses in any significant way.

6. Other related information

6.1 General Information of the Company and other Referenced Persons

Head Office

Project Planning Service PCL (PPS)

Contact Address	381/6 Soi Rama IX 58 (Soi 7 Seree 7), Rama IX Road, Suanluang, Bangkok 10250
Telephone	0 2718 2785-9
Fax	0 2300 5545-6
Website	www.pps.co.th
Type of Business	Provision of Consultant Engineer Service regarding consultancy and construction project management for the project owner, for instance, building construction project and other infrastructure projects, especially the project which requires the expertise of engineering.
Registered Capital	279.4 million baht, each share unit has a par value of 0.25 baht and the total shares amount of 1,117.8 million shares.
Registration Number	0107555000147

Subsidiary Companies

PPS Oneworks Company Limited (PPSOW)

Contact Address	101 3 rd Floor Phongtheerathon Building, Soi Rama IX 60 (Soi 7 Seree 7), Rama IX Road, Suanluang, Bangkok 10250
Telephone	0 2718 2785-9
Fax	0 2300 5545-6
Website	www.pps.co.th/ppsd
Type of Business	Provision of Structural and System Design.
Registered Capital	10 million baht, each share unit has a par value of 100 baht and the total shares amount of 100,000 shares

PPS Innovation Company Limited (PIC)

Contact Address	77 Soi Rama IX 58 (Soi 7 Seri 7), Rama IX Road, Suan Luang, Bangkok 10250
Telephone	0 2718 2785-9
Fax	0 2300 5545-6
Website	www.ppsic.co.th
Type of Business	Provision of Information Technology regarding the production of media and advertising media.
Registered Capital	5 million baht. Each share unit has a value of 10 baht. The total number of shares amount to 500,000 units.

Ensemble Equity Pte.Ltd.

Contact Address	10 Anson Road, #31-01 International Plaza, Singapore 079903
Telephone	(+65) 97428370
Fax	-
Website	www.ensembleequity.com
Type of Business	Provision of Project Management and Engineering Consulting Services and Products
Registered Capital	500,000 SGD., Each share unit has a par value of 1 SGD. The total number of shares amount to 500,000 units.

Sapatt Project Company Limited (SPP)

Contact Address	381/6 Soi Rama IX 58 (Soi 7 Seri 7), Rama IX Road, Suan Luang, Bangkok 10250
Telephone	0 2300 5518
Fax	0 2300 5545-6
Website	www.sapatt.com
Type of Business	Provision service of Energy saving, SMART Building and SMART City
Registered Capital	1 million baht. Each share unit has a value of 10,000 baht. The total number of shares amount to 100 units.

Project One Property Development Company Limited (P1)

Contact Address	381/6 Soi Rama IX 58 (Soi 7 Seree 7), Rama IX Road, Suanluang, Bangkok 10250
Telephone	0 2718 2785-9
Fax	0 2300 5545-6
Website	www.pps.co.th
Type of Business	Provision of Property Development Service
Registered Capital	1 million baht, each share unit has a par value of 100 baht and the total shares amount of 10,000 shares.

Joint-Venture Company**Profin Group Company Limited**

Contact Address	6th Floor, Zuellig House Building, 1-7 Silom Road, Silom, Bangrak Bangkok 10500
Website	www.profincoin.io
Type of Business	ICO PORTAL and Investment software development
Joint-venture's Capital	20.00 million baht
Joint-venture Proportion	Project Planning Service PLC : 33.33%
	FinTech (Thailand) Co.,Ltd. : 33.34%
	Velopark Co.,Ltd. : 33.33%

Joint-Venture**PPQ Joint-Venture (PPQ)**

Contact Address	381/6 Soi Rama IX 58 (Soi 7 Seree 7), Rama IX Road, Suanluang, Bangkok 10250
Telephone	0 2718 2785-9
Fax	0 2300 5545-6
Website	www.pps.co.th
Type of Business	Supervise construction project of the Supreme Court Building, Office of the Judiciary
Joint-venture's Capital	3.30 million baht
Joint-venture Proportion	2.64 million baht

Other Referenced Persons**Securities Register****Thailand Securities Depository Company Limited**

Contact Address	4th and 7th floors, Stock Exchange of Thailand 62 Ratchadapisek Road, Klong Toei, Bangkok, 10110
Telephone	0 2229 2000
Fax	0 2359 1259

Auditor**DIA International Auditing Company Limited**

Contact Address	316/32, Sukhumvit 22, Rama IV, Klong Tan, Klong Toei, Bangkok 10110
Telephone	0 2259 5300-2, 0 2332 5126-9

Legal Advisor**Thep Legal Office**

Contact Address	No. 1193 Exim Building, Units 1106-1108, 11th Floor, Phahonyothin Road, Samsennai, Phayathai, Bangkok 10400
Telephone	0 2278 1679-84
Fax	0 2271 2367, 0 2271 2587

6.2 Other Information

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