ESG Performance Report
for Listed Companies in 2025

PROUD REAL ESTATE PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

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ESG Performance

Company Name : PROUD REAL ESTATE PUBLIC COMPANY LIMITED Symbol : PROUD

Market : SET Industry Group : Property & Construction Sector : Property Development

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity management, Fuel management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management

The Company is committed to conducting business responsibly towards the environment, recognizing the impacts of various activities arising from real estate development that may affect environmental quality in the area and the health of stakeholders, including surrounding communities. Therefore, the Company has established a clear environmental policy, focusing on mitigating potential impacts from various activities through the efficient and valuable use of natural resources, as well as adherence to environmental conservation standards, to achieve sustainable development in all dimensions.

Our environmental policies and practices cover various aspects, ranging from electricity management and efficient water resource utilization to construction waste and debris management, as well as adherence to green building development standards and greenhouse gas emission reduction, among others.

Information on review of environmental policies, guidelines, and/or objectives over the past years

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year	:	Yes

The company is committed to sustainable real estate development, prioritizing the reduction of environmental impacts from its operations and project development, encompassing design, construction, and management. The aim is to promote the creation of nature-friendly environments and support biodiversity. The company believes that fostering a good environment and conserving biodiversity will enhance value for communities surrounding its projects and promote long-term business sustainability.

1. The company will comply with environmental laws and regulations, as well as international standards, to ensure efficient and sustainable operations.
2. The company will prioritize the design and allocation of spaces within projects to support residents in living in harmony with nature and creating green spaces in all projects. This involves focusing on designing and developing projects that comply with LEED (Leadership in Energy and Environmental Design) standards, utilizing sustainable materials, energy-efficient design, and effective water management. Additionally, the company will adopt the Fitwel Certification approach, a rating system focused on the health and well-being of building occupants, through health-supportive design, to ensure projects are energy-efficient and beneficial to the health of users and residents.
3. The company will conduct studies and analyze Environmental Impact Assessment (EIA) reports (for large-scale projects) to evaluate potential impacts on surrounding areas, ensuring that project development does not affect

communities and stakeholders as required by law. Furthermore, the company has established risk assessments related to project development and will implement measures to mitigate impacts on ecosystems, including creating green spaces within projects to support environmental restoration and conservation.

4. The company will manage projects under effective measures for preventing and mitigating environmental impacts, with continuous monitoring and verification of environmental effects in strict accordance with Environmental Impact Assessment (EIA) reports.

5. The company has established a Green Procurement policy for materials and services, considering the use of environmentally responsible materials. The company will procure environmentally friendly materials and services, focusing on selecting materials produced with environmental responsibility, such as recyclable materials certified by environmental standards like Low VOC (Volatile Organic Compounds), to help reduce the release of chemicals harmful to health and the environment during use. The company will also avoid the use of asbestos (a carcinogen with health impacts) and construction materials containing hazardous substances, as selecting safe and quality materials will ensure efficient and safe construction.

6. During the construction phase, the company will propose the use of environmentally friendly technologies and innovations, such as the installation of renewable energy systems, the use of high-efficiency equipment to reduce energy and water consumption. Greenhouse gas emissions during construction will be closely monitored to ensure operations align with established targets.

7. The company will collect data on emissions from its offices and various areas. This data will be regularly recorded in a digital database for analyzing and evaluating greenhouse gas emission trends on a monthly or annual basis. Furthermore, the company will prepare an annual greenhouse gas emission report, presenting in-depth information on emission trends and future reduction targets, enabling the company to develop effective strategies for reducing greenhouse gas emissions, with a focus on sustainability and environmental preservation.

Information on compliance with environmental management principles and standards

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards	:	Thailand Greenhouse Gas Management Organization (TGO)

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	6
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

The company efficiently manages energy, aiming to reduce electricity consumption in office areas and promoting appropriate energy usage behavior among employees.
In 2025, the company campaigned for employees to use electrical appliances only when necessary and to switch off appliances when not in use, while consistently communicating through internal organizational channels to raise awareness of efficient energy use.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management	:	Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 24,228.81 Kilowatt-Hours	2025 : Reduced by 17.6% or 4,264.81 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management	:	Yes

The headquarters had a total electricity consumption per unit area of 19,964.00 kWh per square meter, which decreased by 17.6 percent from 2023.

Information on electricity management

Companys electricity consumption [*]

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)[1]	24,228.81	18,009.00	19,964.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	24,228.81	18,009.00	19,964.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	372.75	233.88	234.87

Additional explanation : [*] *Exclude electricity consumption outside of the Company*

Remark: [1] *In 2024, the company largely continued to operate under a Hybrid Working model and only began transitioning back to Onsite work for Back Office employees in October 2024. In 2025, the operational model will be continuously Onsite throughout the year.*

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m^2)	57.55300000	42.77000000	47.42000000

Electricity Expense [*]

	2023	2024	2025
Total electricity expense (Baht)	N/A	134,764.38	124,748.14
Percentage of total electricity expense to total expenses (%)[**]	N/A	0.01	0.00
Percentage of total electricity expense to total revenues (%)[**]	N/A	0.01	0.00

	2023	2024	2025
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	N/A	1,750.19	1,467.63

Additional explanation : *(*) Exclude electricity expense outside of the Company*

(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	0.00	5,981.61	5,665.63
Gasoline (Litres)	0.00	659.59	702.95
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : *Not include external fuel consumption*

Companys fuel expense (*)

	2023	2024	2025
Total fuel expense (Baht)	N/A	210,836.70	217,230.00
Percentage of total fuel expense to total expenses (%)(**)	N/A	0.01	0.00

	2023	2024	2025
Percentage of total fuel expense to total revenues (%)(**)	N/A	0.01	0.00

Additional explanation : *(*) Exclude electricity expense outside of the Company*

(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	0.00

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues)(*)	0.00000000	0.00000000	0.00000000

Additional explanation : *(*) Total revenues and expenses from consolidated financial statement*

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	6
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan	:	Yes

The company recognizes the importance of water resources, which are fundamental to ecosystems and society. Although the company does not utilize water as a primary resource in its business operations, it remains committed to efficiently managing water usage within its offices to minimize resource wastage and environmental impact.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management	:	Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2023 : Water withdrawal 296.80 Cubic meters	2025 : Reduced by 73.05% or 216.80 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management	:	Yes

In 2025, the company conducted a water conservation campaign through communication and the placement of warning signs in water usage areas. Additionally, channels were established for reporting water leaks to enable prompt resolution, reduce unnecessary water loss, and enhance the efficiency of water resource utilization.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)[2]	260.14	67.36	80.00
Water withdrawal by third-party water (cubic meters)	260.14	67.36	80.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	4.00	0.87	0.94
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)[*]	0.00	0.00	0.00

Additional explanation : [*] *Total revenues and expenses from consolidated financial statement*

Remark: [2] *In 2024, the company largely continued to operate under a Hybrid Working model and only began transitioning back to Onsite work for Back Office employees in October 2024. In 2025, the operational model will be continuously Onsite throughout the year.*

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	0.00	0.00	0.00
Total wastewater discharge (cubic meters)	0.00	0.00	0.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00

	2023	2024	2025
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	260.14	67.36	80.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00016932	0.00002965	0.00001248
Intensity of total water consumption (Cubic meters / m^2)	0.70500000	N/A	N/A

Additional explanation : (*) *Total revenues and expenses from consolidated financial statement*

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%)(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%)(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

Additional explanation : (*) *Total revenues and expenses from consolidated financial statement*

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	16.67

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

The company recognizes that efficient waste management is one of the crucial mechanisms for reducing greenhouse gas emissions from operational processes, particularly by minimizing the amount of waste that requires disposal through landfilling or incineration, which are direct sources of greenhouse gas emissions. Consequently, the company implements the Waste to Worth project under the Circular Economy concept and the 3R principles: Reduce, Reuse, and Recycle, to enhance the value of waste and mitigate long-term environmental impacts.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management	:	No

Details of setting goals for waste management

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management	:	Yes

In 2025, the company promotes waste segregation at the source by preparing waste segregation points within the headquarters suitable for the type of waste. This is accompanied by communicating and raising awareness among employees regarding proper waste segregation, so that waste can efficiently enter recycling and reuse processes, thereby reducing the amount of waste requiring disposal and decreasing the use of new natural resources.
The implementation of such projects helps reduce greenhouse gas emissions from waste disposal processes, both directly and indirectly. Furthermore, it supports the efficient use of resources and is part of the approach towards the long-term goal of achieving net-zero greenhouse gas emissions for the organization.

Information on waste management

Waste Generation[*]

	2023	2024	2025
Total waste generated (Kilograms)[3]	0.00	777.77	1,937.00
Total non-hazardous waste (kilograms)	0.00	777.77	1,937.00
Non-hazardous waste - Landfilling (Kilograms)	0.00	777.77	1,937.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	0.00	0.00	0.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste Others (kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)[**]	0.00	0.00	0.00
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)[**]	0.00	0.00	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)[**]	0.00	0.00	0.00

Additional explanation : [*] *Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost*

[**] *Total revenues and expenses from consolidated financial statement*

Remark: [3] *The increase in waste volume in 2025 compared to 2024 is primarily due to differences in data sources and the organization's operational model. In 2024, waste data for JanuaryMay was estimated based on the average of actual data from JuneDecember, which may have resulted in the overall waste volume for 2024 being lower than the actual situation. Furthermore, in 2024, the company* *predominantly operated under a Hybrid Working model, with the transition back to onsite work for back-office employees only commencing in October. This led to an increase in waste volume only towards the end of the year. In contrast, in 2025, the onsite operational model was consistently maintained throughout the entire year, resulting in a clear increase in waste volume.*

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	0.00	96.51	78.00
Reused/Recycled non-hazardous waste (Kilograms)	0.00	96.51	78.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	0.00	96.51	78.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	N/A	12.41	4.03
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	12.41	4.03

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	6
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan	:	Yes

The company adopts the Greenhouse Gas Emission Reporting Standard for Organizations (CFO: Carbon Footprint for Organization) and the Carbon Footprint of Product Certification Standard (CFP: Carbon Footprint of Product) from the Thailand Greenhouse Gas Management Organization (Public Organization) as a framework for data collection, calculation, and disclosure, to ensure accuracy, transparency, and verifiability. This practice supports climate change risk management, elevates project development in line with sustainability guidelines, and strengthens stakeholder confidence in the long term.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals	:	Yes
Company's existing targets	:	Setting net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2024 : Greenhouse gas emissions 28.00 tCO_2e	-	2050 : Reduced by 100% in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : Net zero • Science-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Shareholders can review the details of the operational performance and greenhouse gas management results in the company's sustainability report.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (**Metrics tonne of carbon dioxide equivalents**)	0.00	53.00	482.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	0.00	18.00	24.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	0.00	10.00	389.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	25.00	69.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000000	0.000023	0.000075
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	0.69	5.67

Additional explanation : (*) *Total revenues and expenses from consolidated financial statement*

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions	:	Yes
List of greenhouse gas verifier entity	:	Management System Certification Institute (Thailand) : MASCI
Reference file for the greenhouse-gas verifier entity.	:	https://esgmedia-setlink.setgroup.or.th/report/0797/2025/1774567072536.pdf

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines	:	Yes
Social and human rights guidelines	:	Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

1. Employee Rights
The company respects and protects employee rights in accordance with labor laws and international standards, ensuring fairness in employment, compensation, welfare, working hours, and potential development, by promoting a safe working environment, respecting human dignity, and providing opportunities for employees to appropriately express their opinions.
2. Migrant/Foreign Laborers
The company treats migrant workers and foreign laborers fairly and equally, without discrimination, and strictly complies with relevant laws, including legal employment, protection of labor rights, fair wages and welfare, and the provision of safe and appropriate working conditions.
3. Child Labor
The company has a policy of not supporting or condoning child labor in any business process and requires its business partners and relevant parties to strictly comply with labor laws and relevant human rights standards.
4. Consumer/Customer Rights
The company respects and protects the rights of consumers and customers, committed to offering quality, safe, fair, and transparent products and services, providing accurate and complete information, and safeguarding personal data in accordance with relevant laws, while also providing appropriate channels for complaints and suggestions.
5. Community and Environmental Rights
The company conducts its business with consideration for its impact on communities and the environment, respects community rights, and promotes engagement with local communities in its operational areas to support quality of life development and sustainable growth, alongside preventing and mitigating environmental impacts from business operations.
6. Occupational Safety and Health
The company prioritizes the safety and occupational health of employees and relevant parties by implementing appropriate safety measures, systems, and training to prevent accidents, injuries, and work-related illnesses, as well as creating a safe and health-conducive working environment.
7. Non-Discrimination
The company implements a non-discrimination policy in all forms, regardless of race, nationality, gender, age, religion, disability, or any other difference, aiming to foster an organizational culture that respects diversity, equality, and equal opportunities in employment and career development.
8. Partner Rights
The company treats its business partners fairly, transparently, and responsibly, expecting partners to conduct business ethically, respect human rights, labor standards, safety, and the environment, in order to collectively build a sustainable supply chain.

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year	:	Yes
Changes in social and human rights policies, guidelines, and/or goals	:	Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Over the past year, the Company has reviewed its social and human rights policies, practices, and objectives to ensure that its policies and operations align with relevant laws, regulations, international standards, the evolving business context, and stakeholder expectations.
The review covered key issues such as labor rights and employee rights, equality and non-discrimination, occupational safety and health, employee well-being and healthcare, and fair treatment of stakeholders. The Company incorporated the review findings and recommendations from relevant departments, as well as internal feedback, to further refine its policies, practices, and operational plans for greater suitability and effectiveness.
The results of this review were presented to the executive management and relevant departments for consideration and will serve as a guideline for setting social and human rights objectives, supporting social risk management, human capital development, and responsible and sustainable business operations in the long term.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	The UN Guiding Principles on Business and Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	No

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Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (**cases**)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	16.67

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

In 2025, the company carried out social initiatives focusing on fair treatment of employees and workers, respecting human rights, and promoting a safe working environment conducive to personnel development and a good quality of life. The company strictly adheres to labor laws and relevant standards.
The company prioritizes the health and well-being of its employees, operating under the concept of ALL IS WELL For a Sustainable Good Life. This concept is applied to employees through activities and measures that support physical health, mental health, and work-life balance, alongside occupational safety and health care. In 2025, no significant labor complaints were found, and no severe work-related accidents occurred.
Regarding gender equality and non-discrimination, the company implements employment and human resource management policies that do not discriminate based on gender or any personal status. Furthermore, it develops and improves comprehensive welfare benefits and provides equal opportunities for employees of all genders to develop and advance in their careers, primarily based on their knowledge, abilities, and performance.
These social performance results reflect the company's commitment to human capital development, promoting diversity, equality, inclusion, and creating long-term value for stakeholders. This aligns with the United Nations Sustainable Development Goals, namely SDG 3 (Good Health and Well-being), SDG 5 (Gender Equality), and SDG 8 (Decent Work and Economic Growth).

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Promoting employee relations and participation	Level of Employee Satisfaction/Engagement with the Organization	2023: The level of employee satisfaction/engagement with the organization in 2023 is 84%.	2025: Employee satisfaction/engagement with the organization to exceed 80% in 2025.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

In 2025, the company continued to implement its internal job rotation program, focusing on developing employees with cross-functional capabilities and enhancing organizational agility to adapt to changes in the business environment. In 2025, two employees from the Procurement Department and the Business Development and Strategy Department participated in the program. Both participating employees successfully transitioned to new roles, achieving a 100% completion rate.

Post-program evaluation results indicate that participating employees were able to develop new skills, foster an integrated understanding of cross-functional tasks, and effectively undertake roles critical to business operations through practical work and direct experiential learning. This has enabled the company to enhance the capabilities of its key personnel, mitigate human resource risks, and strengthen organizational readiness to support sustainable long-term growth.

Information on employment

Employment

	2023	2024	2025
Total employees (persons)	65	77	85
Male employees (persons)	18	24	25
Percentage of male employees (%)	27.69	31.17	29.41
Female employees (persons)	47	53	60

	2023	2024	2025
Percentage of female employees (%)	72.31	68.83	70.59

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	38	42	51
Percentage of employees in operational level (%)	58.46	54.55	60.00
Total number of employees in management level (Persons)	17	25	25
Percentage of employees in management level (%)	26.15	32.47	29.41
Total number of employees in executive level (Persons)	10	10	9
Percentage of employees in executive level (%)	15.38	12.99	10.59

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	8	10	13
Percentage of male employees in operational level (%)	44.44	41.67	52.00
Total number of male employees in management level (Persons)	4	8	7
Percentage of male employees in management level (%)	22.22	33.33	28.00
Total number of male employees in executive level (Persons)	6	6	5

	2023	2024	2025
Percentage of male employees in executive level (%)	33.33	25.00	20.00

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	30	32	38
Percentage of female employees in operational level (%)	63.83	60.38	63.33
Total number of female employees in management level (Persons)	13	17	18
Percentage of female employees in management level (%)	27.66	32.08	30.00
Total number of female employees in executive level (Persons)	4	4	4
Percentage of female employees in executive level (%)	8.51	7.55	6.67

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Sales and Marketing	33
Finance and Accounting Department	15
Project and Construction Management Division, Team A	4
Project and Construction Management Division, Team B	6

Department / Line of work / Unit / Business group	Number of employees (persons)
Business Development and Strategy	7
Management	2
Procurement and Administration Department	6
Human Resources Department	2
Information Technology Department	3
Juristic Person Management Department	2
Government Relations	1
Legal and Regulatory Operations	4
Total number of employees	85

Significant changes in the number of employees

Significant changes in number of employees over the past 3 Years : No

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	0
Total number of employees with disabilities (Persons)	0	0	0

	2023	2024	2025
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.00	0.00	0.00
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	81,113,106.26	98,426,704.04	109,625,751.82
Average of remuneration of employees (Baht/persons)	1,247,893.94	1,278,268.88	1,289,714.72

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : No

The company prioritizes promoting the long-term financial security of its employees by providing a provident fund as a welfare benefit to support savings and serve as financial security after retirement. The fund's operations comply with relevant laws and regulations and are managed transparently and fairly.

The company offers employees the opportunity to voluntarily join the provident fund and supports employee savings through contributions at appropriate rates according to established criteria, to create an incentive for continuous saving, coupled with providing diverse investment options to align with the risk levels and financial goals of each employee.

Furthermore, the company consistently promotes knowledge and understanding of financial planning among employees through internal communications and educational activities, to encourage employees to recognize the importance of long-term saving and financial planning, which will lead to the financial security of employees and the sustainable growth of the organization.

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	65	77	85
Number of employees joining in PVD (persons)	38	44	57
Number of PVD members / Total employees (%)	58.46	57.14	67.06
Number of PVD members / Total eligible employees (%)	58.46	57.14	67.06

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	2,032,518.69	2,575,527.03	3,122,238.53
Total amount of provident fund contributed by employee (baht)	2,475,143.87	3,107,730.03	3,988,763.53

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
PROUD REAL ESTATE PUBLIC COMPANY LIMITED	Yes	85	85	57	67.06	67.06

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for : Initiatives to encourage employees to achieve sufficient retirement savings, Providing education or information on non-participating employees (PVD) selecting appropriate investment policies

Initiatives to encourage employees to achieve sufficient retirement savings

The company prioritizes promoting the long-term financial security of its employees and recognizes the importance of appropriate financial planning for retirement. To this end, the company has organized various activities and implemented measures to encourage employees to save consistently and sufficiently for their post-retirement lives. Such activities include providing knowledge on financial planning and retirement savings through internal communications, training sessions, or educational activities. It also involves providing information on provident funds and investment options to enable employees to make informed decisions regarding savings and investments that are appropriate for their age, financial goals, and acceptable risk levels.

Furthermore, the company encourages employees to continuously review and adjust their savings levels in accordance with the suitability of each stage of their working lives. This aims to instill financial discipline, enhance awareness of retirement planning, and support the long-term well-being of employees, which forms a crucial foundation for sustainable organizational development.

Providing education or information on selecting appropriate investment policies

The company prioritizes enhancing employees' knowledge and understanding of investment to enable them to select investment policies suitable for their long-term financial goals, particularly saving for retirement. To this end, the company has arranged for communication and dissemination of information regarding investment options, risk characteristics, and returns of each investment policy, so that employees can carefully consider and make decisions appropriate for themselves.

Such education covers important issues such as assessing acceptable risk levels, investment duration based on age and financial goals, as well as guidelines for adjusting investment proportions to align with employees' circumstances and working life stages. This is to promote financial discipline, reduce risks from inappropriate investment decisions, and support employees' long-term financial security.

Information on employee development

Employee training and development

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	N/A	N/A	8.00
Total amount spent on employee training and development (Baht)	N/A	N/A	303,098.41
Percentage of training and development expenses to total expenses (%)(*)	N/A	N/A	0.000051

	2023	2024	2025
Percentage of training and development expenses to total revenue (%)(*)	N/A	N/A	0.000047

Additional explanation : *(*) Total revenues and expenses from consolidated financial statement*

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours worked by employees (Hours)	0.00	N/A	N/A

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that fatalities as a result of work-related injury (Persons)	0	N/A	N/A
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	N/A	N/A

Additional explanation : *(*) The company with the total number of employees over 100 or more*
(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

	2023	2024	2025
Evaluation result of employee engagement	-	-	Yes

Employee internal groups

Employee internal groups : No

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
Reference link to consumer data privacy and protection policy and guidelines	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	No
Reference link for responsible sales and marketing policy and guidelines	:	
Page number of the reference link	:	

Policy and guidelines on communicating the impact of products and services to customers / consumers

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

1. Customer management plan implemented by the company in the past year.

In the past year, the company has managed customer relationships at a level appropriate to its business model, focusing on providing standard services and continuously enhancing customer experience, including:

- Improve service procedures to be faster and clearer.
- Develop communication channels such as telephone, Line, or online platforms to facilitate customer contact.
- Customer complaints are monitored, and issues are resolved appropriately.
- Store customer data in a basic system for service tracking and necessary information communication.

2. Responsible production and service to customers.

The company provides services with accuracy, safety, and customer benefits as primary considerations, through the following approaches:

- Provide straightforward information about products and services, without exaggerated advertising.
- Comply with relevant legal standards or requirements.
- Inspect the quality of work or services at an appropriate level before delivery.
- Listen to issues regarding product/service quality and proceed with resolution according to procedures.

3. Communication of information regarding the impact of products and services to customers/consumers.

To ensure customers have the necessary information for decision-making, the company communicates in an easy-to-understand format, such as:

- Inform about information, conditions, limitations, or potential impacts of products/services that customers should be aware of.
- Provide accurate information on how to use products or services.
- Utilize various channels such as websites, brochures, or staff to provide consistent and accurate information.

4. Development of customer satisfaction and strengthening customer relationships.

The company prioritizes maintaining appropriate customer relationships by implementing the following:

- Provide channels for customers to express opinions or offer suggestions.
- Customer satisfaction is occasionally monitored through surveys or direct discussions.
- Improve services based on actionable customer feedback.
- Provide appropriate after-sales or service care to retain existing customers.

5. Protection of customer personal data.

The company has basic measures in place to manage customer data securely and in accordance with the principles of the PDPA law, including:

- Collect only customer data necessary for service provision.
- Restrict data access to relevant personnel only.
- Do not disclose customer information to third parties, unless consent is obtained or required by law.
- Store data in systems with passwords or basic protection.

Reference link for company's customer management plan : https://investor.proudrealestate.co.th/th/sustainability/sustainable-corporate-governance

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Complaints from customers and residents resolved within the respective year.	2023: 100 percent	2024: 100 percent

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The company prioritizes building and maintaining strong long-term relationships with customers and residents, focusing on creating positive experiences from the initial process of customers visiting the project through to the stages of title transfer and occupancy. These processes are considered crucial starting points for generating customer satisfaction, which in turn impacts the company's image and fosters positive long-term relationships with customers.
Excellent customer experience and satisfaction are crucial factors in enhancing the company's positive image, especially when the company can build trust through quality services, leading to customer loyalty and a propensity for repeat purchases and referrals. Furthermore, maintaining strong relationships between the company and residents increases opportunities for positive recommendations and reviews, which can expand the new customer base and ensure business stability. Conversely, if relationships with customers and residents are not well-managed, it could pose risks to the company's image, as well as reduce opportunities for repeat purchases and referrals. Therefore, the company recognizes the importance of continuously improving its services to fully and precisely meet customer needs. Building strong relationships through both communication and service will foster customer satisfaction and trust in the company.
To enhance satisfaction and strengthen stable long-term relationships, the company has developed strategies for service improvement and seriously considers customer feedback. Prompt and efficient responses at every stage of service delivery will enhance operational efficiency and make customers feel valued and important to the company. Professional management of customers and residents is therefore a crucial strategy for building long-term trust and satisfaction, which will lead to the continued success and sustainability of the company's business.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	No	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone	:	02 035 0999
Fax	:	-
Email	:	info@proudrealestate.co.th
Companys website	:	https://www.proudrealestate.co.th/
Address	:	No.548 One City Centre Building, 19th Floor, Ploenchit Road, Lumphini, Pathum Wan, Bangkok 10330

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes
Reference link for community development and engagement policies	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Forests and natural resources, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

Community engagement and social support are crucial strategies for the company to build strong relationships with local communities and all stakeholders. This not only aids in developing projects that address community needs but also enables the company to contribute to promoting sustainability and the well-being of people in various areas through comprehensive community and social management strategies, as follows:

1. Local Partnerships
   Establishing networks between the company, partners, and business allies to connect with local communities is an excellent starting point for developing various projects, such as infrastructure development, environmental management, and support for education and health promotion. This is achieved through knowledge-sharing activities like vocational training or seminars on sustainable development, which help create opportunities for communities to improve their quality of life and various skills.
2. Community Feedback Mechanism
   The company prioritizes listening to feedback and suggestions from communities in project development areas. This can be done through various channels, such as community meetings or satisfaction surveys. The company will clearly publicize channels for receiving community feedback and will use the information gathered from the community to improve and develop projects in line with the needs and expectations of local residents.
3. Eco-Friendly Developments
   The company develops projects using eco-friendly technologies and materials, such as low-energy building design, sustainable wastewater management systems, and the management of negative impacts from construction, to reduce environmental impact and create a positive environment for both the community and nature.
4. Corporate Social Responsibility (CSR)
   The company organizes CSR activities beneficial to the community, such as donating goods, providing emergency assistance, or supporting education and sports in the community. This also includes conducting campaigns that raise awareness about sustainability and offering opportunities for community members to participate in various activities to foster engagement and build strong relationships between the company and the community.
5. Economic Empowerment
   The company creates employment opportunities for local residents through construction and development projects. This not only provides job opportunities but also promotes and supports small businesses and local entrepreneurs who can serve as partners or project supporters, thereby fostering local economic development.

Projects implemented by the company

The company has implemented various projects in line with its community and social management plan, such as:

- Vocational Development Project for Inmates in Correctional Facilities and Promoting Employment Opportunities After Release (Restart Center): Helping inmates acquire skills and gain employment opportunities after release.
- Healthy Community Project (Wellness District): Promoting the health and well-being of the community.
- Proud R&D Design Sandbox Project: Supporting research and development in sustainable and eco-friendly design.
- LOCAL AROUND FOR PROUD PRIVELEGE: Supporting local businesses and creating growth opportunities for businesses within the community.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : Community complaints	Number of complaints from the community	2024: No complaints found	2025: No complaints found

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

1. Vocational Development Project for Inmates in Prisons and Promotion of Employment Opportunities Post-Release (Restart Center). In 2568 (2025), the Company continued the Restart Center project for its second consecutive year.

2. To enhance vocational skills, increase employment opportunities, and support the dignified reintegration of inmates and ex-offenders into society, through collaboration with key partners such as BIG Trees Group, Tang Ton Dee School, Nonthaburi Provincial Prison, and various business partners.

The Company continues to support with a donation of 150,000 Baht to organize training for the basic arboriculture vocational course, covering both theoretical and practical aspects, from fundamental knowledge of tree care, tree risk assessment, rope access tree climbing, use of safety equipment, to landscaping and care for various plant species. Additionally, participants are prepared for professional certification exams after their release.

This year, the project commenced training in April 2568 (2025), with over 175 participants throughout the year, both online and offline. This reflects the interest and commitment of inmates and ex-offenders in self-development to apply their skills in real professions in the future. To diversify career options and meet current labor market demands, the Company has also expanded its collaboration with TOA Paint (Thailand) Public Company Limited to organize a Professional Paint and Chemical Application Technician course, covering knowledge of materials, product selection, surface preparation techniques, and practical work, with 35 participants and promotional materials received from TOA.

For ex-offenders preparing to reintegrate into society, the Company has launched a Job Matching system to connect interested individuals with partner companies in various fields, such as arboriculture, construction, logistics, electrical work, driving, and other services. This year, 24 individuals applied to the system, which is crucial in helping ex-offenders return to employment more quickly, reducing the likelihood of re-offending, and starting a new, stable life.

This year, the Restart Center project remains committed to its core objective of providing a new beginning by developing skills truly demanded by the labor market, supporting stable career paths, and creating a support system that enables ex-offenders to reintegrate into society meaningfully and sustainably.

3. Proud Design Sandbox Project to promote youth design potential and support the creation of new knowledge for the real estate industry. Proud Real Estate Public Company Limited operates the Design Sandbox project in collaboration with leading educational institutions and various organizations to provide opportunities for students and university students to develop creative concepts from real business challenges, while also supporting the emergence of new ideas that can be applied to the sustainable development of architectural and residential projects. In the past year, the following projects were organized:

University Level Design Sandbox: Interior Architecture for Well Living

Proud Real Estate Public Company Limited, in collaboration with the Department of Interior Architecture, Faculty of Architecture, Chulalongkorn University, organized the Design Sandbox project to allow university students to learn from real business challenges. The design topic was a 261 square meter Duplex unit layout for the NAPA Hua Hin project, under the concepts of Well Living and Holistic Well-Being.

Company employees participated in the process from defining the brief, selecting works, to providing feedback, to enhance team skills while promoting student capabilities. 30 students participated, and scholarships totaling 60,000 Baht were awarded. All 6 award-winning works have been further developed into 3D renderings for future real project sales presentations.

High School Level Underground Habitat and Health Impacts

Student Design Competition: Sustainable Underground Space

Proud Real Estate Public Company Limited provided prize money totaling 15,000 Baht for the high school architectural design competition at Architect '2568 UNDERGROUND HABITAT AND HEALTH IMPACTS, organized by the Faculty of Architecture, Chulalongkorn University.

Over 40 students participated and submitted 20 entries, divided into 2 categories:

- Personal Scale (Designing spaces for individuals)
- Public Scale (Designing public spaces or services)

The award-winning works were published through the faculty's channels to inspire young people interested in architectural design.

4. Local Around with Proud Privilege and activities for residents aim to encourage residents to engage with local communities, deeply learn about Hua Hin's culture, way of life, and context, as well as support local entrepreneurs to grow sustainably alongside the development of residential projects.

Details of the Local Around for Proud Privilege Project

Offer monthly privileges to Proud residents by collaborating with local shops in Hua Hin to provide culinary, cultural, and lifestyle experiences from the surrounding community. The Company supports benefits worth 2,000 Baht per month per shop, with participating shops rotating each month (costs incurred only when residents utilize the privileges). Participating shops include:

- Chiffon.cafe
- Mae Kep
- Baan Go
- VELO Cafe
- Mae Nongnut Mango Sticky Rice

This project helps build awareness and trust in local businesses, increases income circulation within the area, and fosters positive dialogue between residents and local entrepreneurs, leading to a sustainable expansion of the relationship between residential projects and surrounding communities.

5. Wellness District (Community Project) 2568 (2025): To promote health prevention and care for residents in areas surrounding residential projects, through mobile health service units providing health check-ups and vaccinations, in collaboration with health partners, businesses, and government agencies. In 2568 (2025), two events were held at Rajaprajanugroh 36 School, Phuket Province (September 2568), and Ban Nong Kae Municipal School, Hua Hin District, Prachuap Khiri Khan Province (December 2568), which are areas near projects developed by the company, namely The Residences at InterContinental Phuket Resort and Veha Hua Hin Project.

The project operates in collaboration with health partners, including Bangkok Hospital Siriroj, Bangkok Hospital Hua Hin, and Health Plaza Company, along with activities promoting physical and mental health and environmental learning, such as recreational health activities, school environment improvement activities, and proper waste management promotion activities. This is supported by business partners and local government agencies, including opening donation channels through the Taejai platform to promote transparent and sustainable participation.

Summary of Activity Results

- Total participants in activities amounted to 600 people.
- Business partners and relevant agencies participated, totaling 20 entities.
- The company utilized a total budget of 815,177 Baht for project implementation.
- Received financial support from partners totaling 31,020 Baht.
- The public can access medical services free of charge, saving approximately 900,000 Baht in total healthcare costs.
- The company strengthens good relationships with communities and concretely builds its corporate image in health and sustainability.

6. Sustrends 2026 Event by The Cloud: Proud Real Estate Public Company Limited participated in supporting and co-organizing activities at Sustrends 2026, a sustainability event hosted by The Cloud, to expand awareness and foster dialogue on sustainability issues in society. The company presented its sustainability concepts and operations through two flagship projects, namely Wellness District and Restart Center, via a booth designed from cardboard to reflect the concept of efficient and environmentally friendly resource utilization.

Furthermore, the Company co-authored an article aligned with the concept of the Sustrends event, titled Restart Center: Training Project for Inmates and Ex-offenders as Arborists to Solve Prison Overcrowding, to raise awareness about the issue of prison overcrowding and reflect approaches to creating dignified reintegration opportunities into society. The article aims to inspire both public and private sectors to recognize the importance of this issue and collaboratively build a network of partners for sustainable problem-solving.

Summary of Activity Results

- Total participants and booth visitors amounted to 200 people.
- The article Restart Center: Training Project for Inmates and Ex-offenders as Arborists received 21,753 views.
- Article engagement (total 257 times)
- Create widespread awareness and discussion about health issues and the reintegration of rehabilitated individuals into society.
- Expand the network of partners from both public and private sectors to drive social and sustainability issues.
- Enhance the organization's image as a real estate developer concretely driving social sustainability.

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social development? : Yes

	2023	2024	2025
Average household income (Baht)	0.00	46,469.15	265,650.00

Non-financial benefits

Does the company measure the non-financial benefits from social development? : Yes

	2023	2024	2025
Beneficiaries of the company's community development projects (Persons)	0.00	397.00	1,116.00

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	550,912.00	784,157.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) (*)	0.000000	0.025377	0.013137
Percentage of financial contribution for community/social development projects or activities to total revenue (%) (*)	0.000000	0.024247	0.012234

Additional explanation : *(*) Total revenues and total expenses from total financial statement*

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company recognizes the importance of good corporate governance to govern and oversee the Company's operations in accordance with its stated objectives, vision, strategies, policies, plans, and budgets. This includes appropriate monitoring, evaluation, and oversight of performance reporting, while conducting business ethically, transparently, and accountably. It also involves respecting the rights of and being responsible to shareholders, investors, and stakeholders, considering societal benefits, and managing environmental impacts. Furthermore, it continuously adapts to ongoing changes to ensure the Company remains competitive and achieves strong long-term performance. Therefore, the Board of Directors has established a Good Corporate Governance Policy in accordance with the Corporate Governance Code (CG Code) of the Securities and Exchange Commission, which serves as a guideline for the performance of duties by the Company's personnel.

The Company and its subsidiaries operate in accordance with good corporate governance principles. The Board of Directors reviews and evaluates the corporate governance policy at least once a year to ensure compliance with relevant legal requirements and regulations, as well as to continuously improve practical implementation. Furthermore, the Board has mandated regular monitoring of adherence to the policy and best practices.

In 2025, the Company monitored and reviewed the results of its corporate governance policy implementation. This information was disseminated to all directors, executives, and employees. Furthermore, the information was made available to shareholders, investors, stakeholders, and the general public via the Company's website.

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors	:	Yes
Guidelines related to the board of directors	:	Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

The company's Board of Directors plays a crucial role in overseeing the process of nominating and selecting new directors to ensure transparency and adherence to good corporate governance principles. This is to ensure that the company has a Board of Directors with qualifications that meet requirements and can effectively perform its oversight duties. The director nomination process must be clear and transparent so that the company can select individuals with appropriate qualifications and expertise for the sustainable management and oversight of its operations.

1. Establishment of the Nomination and Remuneration Committee
   The Board should establish a Nomination Committee with a majority of independent directors to ensure a transparent and fair nomination process and to prevent conflicts of interest. The Chairman of the Nomination

Committee should be an independent director to ensure impartiality in decision-making and the selection of the most suitable directors for the company's governance.

2. Consideration of director candidate qualifications

   The Nomination Committee should convene meetings to establish the criteria and process for director nomination. The qualifications of candidates must be considered based on their work history, knowledge, abilities, and skills relevant to the company's operations, including the diversity of experience and perspectives to enhance the effectiveness of the Board (Board Skill Matrix). Once suitable candidates are identified, the Nomination Committee will propose their names for consideration and appointment by the shareholders' meeting.

3. Review and update of director nomination criteria

   The Nomination Committee should regularly review and update the criteria and process for director nomination to ensure that the nomination of directors adheres to the highest standards. This includes considering the performance of directors whose terms have expired and evaluating the effectiveness of existing directors, so that appointed directors can effectively support business operations.

Determination of director remuneration

In accordance with the principles of Good Corporate Governance, the company places great importance on establishing a director remuneration structure that is appropriate and consistent with responsibilities in each area, both in the short and long term. The Board of Directors has considered an appropriate remuneration structure that promotes quality and sustainable management, by setting remuneration that reflects the roles and responsibilities assigned to each director. This is to ensure the company's business operations grow steadily and sustainably.

1. Establishment of the Nomination and Remuneration Committee

   The Board of Directors established the Nomination and Remuneration Committee to consider the criteria and methods for nominating directors with qualifications suitable for the roles and responsibilities necessary for the company's operations. This involves reviewing the background and qualifications of nominated individuals and proposing them to the Board for consideration before presenting them to the shareholders' meeting.

2. Consideration of Policies and Criteria for Determining Remuneration

   The Nomination Committee is responsible for considering policies and criteria for determining directors' remuneration, taking into account the company's long-term strategies and goals. The remuneration consideration will take into account the duties, scope of roles, and responsibilities (Accountability and Responsibility) of the directors, as well as the expected benefits from each director. Directors with greater duties and responsibilities, such as members of sub-committees or ad-hoc committees, should receive appropriate remuneration that is comparable to industry standards, to ensure that the remuneration is fair and consistent with the roles and actions necessary to drive the company's growth.

3. Review and Disclosure of Information of Advisors to the Nomination and Remuneration Committee

   If the Board appoints an individual as an advisor to the Nomination and Remuneration Committee, the company will disclose information about that advisor in its annual report, including a consideration of independence or conflicts of interest, to ensure transparency in the Board's decisions.

4. Shareholder Approval of Directors' Remuneration

   The Board must obtain shareholder approval for determining the structure and rates of directors' remuneration, covering both monetary and non-monetary compensation. The Board must consider each form of remuneration to be appropriate for the assigned roles and responsibilities, which include fixed remuneration (e.g., fixed compensation, meeting allowances) and performance-based remuneration, such as bonuses or gratuities, which should be linked to the company's performance and the long-term value created for shareholders.

Independence of the board of directors from the management

The Board of Directors serves as the primary mechanism for oversight and strategic decision-making, ensuring the company operates in its intended direction. The company prioritizes maintaining the independence of the Board from management, in accordance with the principles of Good Corporate Governance. This particularly involves separating the roles and responsibilities between management and the Board, to ensure transparent decision-making that is not dominated by the interests of any single party. The company mandates that independent directors must possess clear qualifications and have no vested interests in any benefits or activities that could conflict with the interests of shareholders or other stakeholders. This enables directors to act independently and impartially, without interference from management or major shareholders. Furthermore, independent directors must receive transparent and complete information regarding the company's operations to effectively and impartially perform their oversight and supervisory duties. They must also be able to report the company's operations directly to shareholders. Adherence to this approach will ensure transparent and fair management within the company, thereby building confidence among all stakeholders.

Director development

The development of the company's directors and executives is crucial for driving the organization towards long-term success. The company prioritizes the recruitment and development of directors, managing directors, and executives who possess the necessary knowledge, skills, experience, and attributes to lead the organization in achieving its goals, both in business and various management aspects. The following guidelines and policies are in place:

1. Consideration and Assignment of Senior Executive Recruitment
   The Board of Directors will consider or assign the Nomination and Remuneration Committee to review the criteria and methods for selecting suitable candidates ready to assume the position of Chief Executive Officer (CEO), taking into account the necessary qualifications to drive the organization towards achieving its goals. The Board will jointly consider and provide recommendations for selecting the most suitable individual to lead the organization forward.
2. Recruitment and Appointment of Senior Executives
   The Board of Directors should monitor and advise the Chief Executive Officer (CEO) to oversee the recruitment of senior executives suitable for the organization, particularly by collaborating with the Nomination and Remuneration Committee to consider the criteria and methods for recruiting appropriate senior executives. The selection of individuals for senior executive positions will be carefully considered and approved by the Board of Directors before appointment.
3. Development of a Succession Plan
   The Board of Directors should oversee that the company has a clear Succession Plan to prepare for the succession of the Chief Executive Officer and senior executives in the future. The Chief Executive Officer must report on the implementation of this plan to the Board of Directors at least once a year to ensure the continuity of the succession plan and prevent any future shortage of executives.
4. Promotion of Development and Training
   The company promotes and supports the continuous training and development of its directors to enhance the knowledge and experience necessary for effective performance. Such training will focus on developing an understanding of the directors' duties and responsibilities, as well as providing knowledge on Good Corporate Governance, risk management, and compliance with relevant regulations. The Board of Directors will develop a comprehensive director development plan and establish guidelines for continuous development, enabling directors to adapt and respond effectively to changes in the complex and rapidly evolving business world. Furthermore, director development helps foster independence and transparency in decision-making, which is crucial for setting the direction of business operations and creating sustainable value for the company.

Board performance evaluation

The Board of Directors recognizes the importance of performance evaluation to enhance the efficiency and develop the working approach of the Board. The annual performance evaluation of the Board, sub-committees, and individual directors will provide the Board with information and guidelines for further developing and improving its operations. The evaluation results will be used as a tool to develop and strengthen the company's business capabilities to be efficient and aligned with the company's objectives.

1. Performance Evaluation of the Board of Directors

The Board of Directors arranges for the performance evaluation of both the entire Board and individual directors, as well as the evaluation of sub-committees. This evaluation will be conducted once a year to assess the efficiency of the Board's performance and oversight. The evaluation will cover decision-making efficiency, accountability for operational results, and the ability to set the company's direction for sustainable growth.

2. Evaluation Methodology

   The performance evaluation of the Board of Directors will utilize a self-evaluation method, where directors will assess their own performance and their collaborative work within the Board. Additionally, the use of cross-evaluation may be considered to enhance transparency and diversity in the assessment. Furthermore, the Board will disclose the criteria, procedures, and overall evaluation results in the annual report (Form 56-1 One Report) to ensure shareholders and stakeholders are transparently informed of the evaluation outcomes.

3. Use of External Consultants for Evaluation

   The Board of Directors may engage external consultants to assist in defining guidelines and suggesting issues for the performance evaluation of the Board. The involvement of external consultants will help enhance neutrality and transparency in the evaluation. This evaluation must be conducted at least every three years, and the results will be disclosed in the annual report (Form 56-1 One Report) to assure stakeholders of the transparent evaluation process and outcomes.

Corporate governance of subsidiaries and associated companies

The oversight of subsidiaries and associated companies is a crucial part of the company's operations, with the aim of maintaining transparency and adhering to good corporate governance principles, which can promote sustainable growth. Furthermore, transparent operations and appropriate oversight build confidence among all stakeholders. Establishing strict policies for overseeing subsidiaries and associated companies will ensure efficient operations that align with the company's objectives.

1. Appointment of Representatives as Directors in Subsidiaries and Associated Companies

   The company has a policy to appoint individuals as representatives of the company to serve as directors in its subsidiaries and associated companies, in proportion to its shareholding in each company. This is to oversee operations in compliance with laws, good corporate governance policies, and other company policies. The appointment of such representatives must be considered and approved by the Board of Directors' meeting, taking into account the appropriateness of each case, to ensure that the operations of the subsidiaries and associated companies are efficient and do not conflict with the interests of the parent company.

2. Transactions and Disclosure of Information by Subsidiaries

   If a subsidiary undertakes a transaction requiring approval from the Board of Directors or shareholders, such as the acquisition or disposal of assets, or connected transactions, the Board of Directors must seek approval from the company's Board of Directors meeting and/or the shareholders' meeting before proceeding. The subsidiary must obtain appropriate approvals from relevant authorities before undertaking such transactions. And if there is an event requiring disclosure to the stock exchange, the company will be notified by the director representing the subsidiary to ensure that the disclosure of information complies accurately with the regulations of the Stock Exchange of Thailand.

3. Oversight and Disclosure of Information by Subsidiary Directors

   Directors and executives of subsidiaries must have clear scopes of authority and responsibilities in accordance with relevant laws. They must report operational results to the parent company, including the disclosure of interests of directors and related persons to the Board of Directors, to prevent transactions that may lead to conflicts of interest and to avoid actions that may affect the transparency and interests of the company.

4. Monitoring and Evaluation of Subsidiary Performance

   The company will establish work plans and closely monitor the performance of its subsidiaries. The company will monitor the disclosure of financial information by subsidiaries to ensure compliance with established standards and regularly review internal control systems to ensure that subsidiaries operate efficiently and in line with the parent company's objectives. Presenting analysis results and recommendations from performance monitoring to the company's Board of Directors and the subsidiary's board will facilitate continuous operational improvement, promoting sustainable growth for subsidiaries and aligning with the company's long-term goals.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	:	Yes
Guidelines and measures related to shareholders and stakeholders	:	Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

Shareholder

The company recognizes and emphasizes the importance of ensuring that all its shareholders receive fundamental rights as shareholders fairly and equally. To build confidence among shareholders and investors, the company has formally outlined the fundamental rights of shareholders in its corporate governance policy. These rights include the right to attend shareholders' meetings, the right to express opinions, the right to communicate with each other without obstruction or hindrance from the company, the right to participate in decisions on important company matters such as dividend allocation, appointment or removal of directors, consideration of director remuneration, appointment of auditors, approval of significant transactions affecting the company's business direction, including amendments to the memorandum and articles of association, and the right to receive sufficient, accurate, and timely information.

1. Protection of Shareholders' Rights

1.1 Facilitating Shareholders' Participation in Shareholders' Meetings

The company is committed to promoting and facilitating all shareholders, including major shareholders, minority shareholders, institutional investors, and foreign shareholders, to fully exercise their rights through shareholders' meetings. This enables shareholders to participate in decisions regarding significant matters of the business or matters affecting their own interests in various aspects. Therefore, the company has a policy to facilitate and encourage shareholders to attend the company's shareholders' meetings. The company will set appropriate dates and times for meetings, avoiding public holidays or consecutive non-working days of three or more days, and holding meetings during normal business hours between 8:30 AM and 4:00 PM, allocating sufficient time for the meeting. The meeting venue will also allow shareholders to participate via electronic means. Shareholders can view recorded meeting videos on the company's website.

Furthermore, the company provides a service to affix stamp duty to proxy forms for proxies attending the meeting, free of charge, to reduce the burden of stamp duty costs for shareholders. The company has also established guidelines for identification documents for shareholders who appoint another person to attend the meeting on their behalf. Copies of various documents such as national ID cards, government official ID cards, driver's licenses, passports, certificates of corporate registration for corporate shareholders, and other documents can be used without requiring original documents. The company does not require foreign shareholders to have documents prepared abroad certified by relevant authorities, such as a Notary Public, to avoid complications or restricting shareholders' rights to attend the meeting.

1.2 Pre-Meeting Procedures for Shareholders

The company has a policy to grant shareholders the right to propose agenda items and nominate qualified individuals for election as directors of the company at the Annual General Meeting of Shareholders. It also provides an opportunity for shareholders to submit questions about the company or the agenda items to inquire about any concerns to the company in advance of the Annual General Meeting. The company has published the details of these rights on its website and also disseminated this information through the website of the Stock Exchange of Thailand for shareholders' awareness. In 2025, the company allowed shareholders to submit questions in advance of the meeting, and granted shareholders the right to propose agenda items and nominate qualified individuals for election as directors of the company from October 4, 2024, to January 31, 2025. The Annual General Meeting of Shareholders for 2025 is scheduled for April 23, 2025. However, no shareholders proposed agenda items or nominated individuals for election as directors.

The company has informed the Stock Exchange of Thailand to disseminate the resolution of the Board of Directors' meeting regarding the determination of the date for the company's Annual General Meeting of Shareholders for 2025 immediately after the Board of Directors' meeting concludes, or at the latest by 9:00 AM on the next business day, via the website of the Stock Exchange of Thailand. This is to ensure that shareholders and investors are promptly informed of the schedule and agenda of the meeting.

The company has a policy to publish the notice of meeting, along with supporting documents in both Thai and English, on the company's website at least 28 days prior to the meeting. The notice of shareholders' meeting, in both Thai and English, is also sent by mail to shareholders at least 21 days prior to the meeting to provide advance notice of the convocation and to ensure shareholders have sufficient information to prepare for the meeting. This includes clearly and adequately specifying the date, time, meeting format, venue, agenda, and the objectives and reasons for each agenda item to facilitate decision-making and voting on each agenda item. Additionally, an announcement is published in daily newspapers for at least 3 consecutive days prior to the meeting.

The company has a policy allowing all shareholders, including minority shareholders and institutional investors, to register for the shareholders' meeting in advance of the meeting date. This is seen as a way to facilitate all shareholders and prevent delays on the meeting day. The company also has a policy to protect shareholders' rights in cases where they cannot attend the meeting in person, by allowing shareholders to appoint any other person or an independent director of the company to attend on their behalf. The company has stipulated that there must be at least 2 independent directors and has provided information about the independent directors who can act as proxies in the proxy form sent to shareholders along with the notice of meeting, as well as the necessary details and evidence that shareholders and proxies must present to the company for meeting registration.

For the Annual General Meeting of Shareholders for 2025, the company will conduct the meeting in the form of an electronic meeting, utilizing the services of a provider with a meeting system compliant with the law on electronic meetings. The company has also sent a user manual for the electronic meeting system for shareholders' meetings to shareholders along with the notice of meeting.

1.3 Proceedings on the Day of the Shareholders' Meeting

The company clarifies the procedures and methods for attending the meeting, asking questions, casting votes, and counting votes, ensuring all shareholders are clearly informed in advance through multiple channels, including the notice of meeting and publication on the company's website. Additionally, before the meeting begins, the company provides a video demonstration on how to use the electronic meeting system for shareholders' awareness.

Before the start of the shareholders' meeting, the meeting facilitator will introduce the directors, executives, auditors, legal advisors responsible for verifying the accuracy of vote counting at the meeting, as well as representatives from the Thai Investors Association and representatives from the Stock Exchange of Thailand (if any) to the shareholders. Furthermore, the company has a policy to allow two attending shareholders (if any) to act as witnesses to verify the vote counting alongside the legal advisor.

Furthermore, the company will inform the proportion of shareholders attending the meeting, both those attending in person and by proxy, and will clarify the procedures and methods for voting. Additionally, at the end of each agenda item, the Chairman will provide shareholders with sufficient and appropriate time to ask questions and express opinions. Directors and executives will answer questions related to the company's business and the shareholders' meeting agenda to inform shareholders, and these questions and answers will be recorded in the company's meeting minutes.

At the Annual General Meeting of Shareholders for 2025, directors and the Chief Executive Officer attended the meeting at the live broadcast venue, accounting for 87.5%. Additionally, the company was honored by the participation of legal advisors, auditors, and representatives from various organizations, as follows:

- Legal Advisor: Ms. Thanyachanok Pothises, Legal Advisor from Trinity Law Co., Ltd.

- Auditor from EY Office Limited
- Representative from the Thai Investors Association attended the meeting as an observer.

Furthermore, voting, vote counting, and the method of counting votes for all agenda items utilize technology for speed, accuracy, and convenience for shareholders at the meeting. The results of the vote count can be immediately displayed to shareholders. In addition, the company clearly separates voting for each agenda item, such as separating the vote for director election from the agenda for determining director remuneration. For the director election agenda, the company allows shareholders to cast votes for individual directors.

The company has a policy to conduct shareholders' meetings in accordance with the agenda sequence stated in the notice of meeting, without sudden additions of important information during the meeting. It also avoids adding other agenda items not predetermined or changing the agenda sequence or important information without prior notification to shareholders. This is to ensure that shareholders are aware of the matters to be considered in advance for their decision to attend the meeting.

The company has a policy to provide all shareholders with equal rights to express opinions, make suggestions, or ask questions freely and with appropriate time regarding various relevant agenda items before voting. The company's directors and executives are responsible for answering questions and clarifying facts appropriately during the meeting. The company will record in the minutes of the meeting which shareholders asked questions and expressed opinions, and how the company responded, so that shareholders who did not follow the meeting can be informed through publication on the company's website.

In determining director remuneration, such as fixed compensation, meeting allowances, and other benefits (if any), the company has clear policies, methods, and criteria benchmarked against the same industry. This also includes considering the performance of the Board of Directors and sub-committees, and profit growth, which must be approved by the Nomination and Remuneration Committee and the Board of Directors before being presented to the shareholders' meeting for approval.

1.4 Post-Meeting Procedures for Shareholders

To ensure that shareholders are informed and can verify the company's shareholders' meeting information within a reasonable timeframe, the company will publish the resolutions of the shareholders' meeting, along with the voting results, immediately after the close of the meeting, or at the latest by 9:00 AM on the next business day, via the website of the Stock Exchange of Thailand. The company also has a policy to publish the minutes of the shareholders' meeting in both Thai and English, simultaneously on the company's website within 14 days from the meeting date.

The company will accurately and completely record and prepare minutes of the shareholders' meeting in both Thai and English, covering essential details such as the meeting format, the proportion of shareholders attending, the rules and methods for voting and vote counting, the use of ballot papers for each agenda item, the names and positions of directors, top executives, auditors, legal advisors (who act as shareholder representatives verifying vote counting at the meeting), and representatives from the Thai Investors Association. It will also include the substance of the agenda items, key questions and answers, suggestions, comments, and meeting resolutions with results (for, against, abstained, and spoiled ballots for electronic voting). This is to ensure that shareholders who did not attend the meeting are informed and can verify the information. The minutes of the shareholders' meeting will be published on the company's website to allow Thai and foreign shareholders to access information quickly and equally and to verify its accuracy. If shareholders have opinions, questions, or comments regarding the minutes of the shareholders' meeting, they can inquire or provide feedback to the company through the company secretary without waiting for the next meeting, and the minutes will be submitted to relevant authorities within the legally prescribed timeframe.

1.5 Violations and Non-compliance with Regulations

In 2025, the company was not fined, accused, or sued in civil cases regarding the equal treatment of shareholders. There was no obstruction when shareholders wished to communicate, and no significant information affecting the company or other shareholders was concealed.

2. Equal Treatment of Shareholders

The company recognizes and emphasizes the equal treatment of all shareholders. Therefore, the Board of Directors has established a policy that considers protecting the rights of all shareholder groups, including major shareholders, minority shareholders, institutional shareholders, and foreign shareholders, ensuring they receive equal treatment in exercising their rights as shareholders and that their interests are managed correctly, fairly, and transparently. This is to protect shareholders from being exploited by controlling parties. The company has taken the following actions:

2.1 Types of Shares and Voting Rights

The company's shares are of a single type according to its articles of association: registered ordinary shares. All shareholders have the right to vote in proportion to their shareholding, with one share equating to one vote.

2.2 Company Shareholding Structure

The company has a policy to disclose its top 10 shareholding structures, including major shareholders, shareholders with controlling power, institutional investors, as well as the proportion of free-float shares. This also includes maintaining the proportion of free-float shares in accordance with the regulations set by the Stock Exchange of Thailand, which requires the company to have a free-float proportion exceeding 25%.

2.3 Notice of Shareholders' Meeting

The company places importance on treating each shareholder equally, regardless of whether they are major shareholders, minority shareholders, or foreign shareholders. For the Annual General Meeting of Shareholders, all shareholders receive advance information regarding the agenda. Although the majority of the company's shareholders are Thai, the company prepares the notice of shareholders' meeting and related documents in two languages, Thai and English, to facilitate both Thai and foreign shareholders. Additionally, a news announcement is made via the website of the Stock Exchange of Thailand to inform shareholders that the complete notice of meeting, along with supporting documents in both Thai and English, has been published on the company's website.

The company has a policy to publish the notice of shareholders' meeting on its website at least 28 days prior to the meeting date and to send the notice of shareholders' meeting along with supporting documents for the agenda to shareholders for their review at least 21 days prior to the meeting. This process is managed by Thailand Securities Depository Co., Ltd.

However, in 2024, the company undertook the following actions regarding the notice of the Annual General Meeting of Shareholders:

- Meeting Schedule: April 24, 2024
- Publication of Notice of Meeting and Supporting Documents on Company Website: March 29, 2024
- Delivery of Notice of Meeting and Supporting Documents to Shareholders: April 9, 2024

2.4 Proxy Form and Proxy Appointment for Attending Shareholders' Meetings

The company has prepared proxy forms as prescribed by the Ministry of Commerce for shareholders to choose from as appropriate, including Form A, Form B, and Form C (a specific proxy form for custodians). These forms are published on the company's website, and all three types of proxy forms are sent to shareholders along with the notice of meeting. The forms specify the necessary document details and evidence that shareholders and proxies must present to the company for identity verification during registration, as well as instructions for a straightforward proxy appointment process. This is to ensure that shareholders can prepare correctly and avoid issues for proxies attending the meeting, thereby facilitating and protecting the rights of shareholders who cannot attend the meeting in person.

2.5 Recording and Publishing Meeting Videos on the Website

In 2024, the company recorded the meeting and published it as a video clip on the company's website to serve shareholders, investors, and interested parties who were unable to attend the meeting, within 14 days from the date of the shareholders' meeting.

2.6 Reporting of Interests of Directors and Executives of the Company

To comply with laws, good corporate governance principles, and to ensure fairness to all stakeholders, the Board of Directors has established a policy regarding the reporting of interests of the company's directors and executives within the company's business ethics. This policy requires directors and executives to prepare and submit reports on their interests to the company secretary, so that the company has information for internal use. The company secretary will then forward copies of such reports to the Chairman of the Board and the Chairman of the Audit Committee for their acknowledgment within 7 days from the date the company receives such reports.

2.7 Policy for Directors and Executives to Report Trading of Company Securities

To comply with laws, good corporate governance principles, and to ensure fairness to all stakeholders, the Board of Directors has established a policy regarding the reporting of securities trading by the company's directors and executives within the company's business ethics. This policy prohibits directors, executives, and all levels of employees from using significant insider information obtained from their duties that has not yet been disclosed to the public, to seek benefits for themselves or others, whether directly or indirectly, regardless of whether they act on their own behalf or on behalf of others. Such actions could affect the company's stock price, or if the information were disclosed, it could cause damage or disadvantage to the company.

However, to prevent conflicts of interest and the use of inside information, the company has a policy prohibiting directors, executives, and all levels of employees who have access to inside information regarding operational results from trading the company's securities from the date they become aware of such information until it has been publicly disclosed. It also prohibits the dissemination of confidential inside information to manipulate stock prices, especially trading of the group's securities within 30 days prior to the disclosure of quarterly and annual financial statements or the public release of information regarding the company's financial status. This policy has been published on the company's website and communicated to all company personnel.

Furthermore, the company requires directors and executives to prepare and disclose reports on securities holdings and reports on changes in securities holdings every time there is a purchase, sale, transfer, or receipt of transfer of the company's securities within 3 business days from the date of such transaction to the Securities and Exchange Commission.

2.8 Financial Assistance

In 2025, the company had no financial assistance transactions, such as loans, credit guarantees, etc., to companies that are not its subsidiaries or associates.

2.9 Violations or Non-compliance with Related Party Transaction Rules or Asset Acquisitions/Disposals

In 2025, the company did not engage in any related party transactions or asset acquisitions/disposals in violation of or non-compliance with the regulations of the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant agencies.

3. Disclosure of Company Information

The company has a policy to disclose company information to shareholders and stakeholders accurately, completely, transparently, and verifiably. The company has strictly adhered to the disclosure requirements for listed companies and respects the right of shareholders and all stakeholders to be informed about the company's information. In addition to disseminating information according to prescribed criteria and through the channels of the Stock Exchange of Thailand, the company also publishes information on its website in both Thai and English.

Employee

The company recognizes and places great importance on its employees, believing that they are crucial factors in leading the company to achieve its objectives. Therefore, the company has adopted fair practices towards employees, without discrimination and providing equal opportunities, with the following guidelines:

1. Appropriate and fair compensation

The company is committed to providing employees with appropriate and fair compensation, considering factors such as knowledge, abilities, experience, responsibilities, and employee performance. Furthermore, compensation also takes into account fairness and aims to incentivize employees to work to their full potential and with dedication.

2. Safe Working Environment

The company prioritizes creating a safe working environment for employees' lives and property, implementing various safety measures and protective equipment to reduce work-related risks. This also includes continuous training for employees to acquire knowledge and skills in accident prevention at the workplace.

3. Employee Appointments and Transfers

The company conducts employee appointments or transfers with integrity, taking into account employees' qualifications, abilities, experience, and performance. Decisions are based on suitability to enhance efficient work and align with organizational goals.

4. Employee Potential Development

The company supports and encourages employees to continuously seek further knowledge to develop their work potential through various training programs and learning opportunities. This aims to enhance employees' knowledge, abilities, and work experience. Developing employee potential will increase work efficiency and effectiveness.

5. Compliance with Labor Laws

The company strictly adheres to all relevant labor laws and regulations, upholding the principle of legal compliance that protects employee rights and ensures fairness in all processes.

6. Listening to Feedback and Suggestions

The company has a policy to listen to feedback and suggestions from employees at all levels equally and fairly. All employees can express their opinions freely through clear and open communication channels to foster continuous improvement and development within the organization.

7. Treating Employees with Courtesy and Respect for Dignity

The company treats all employees with courtesy and mutual respect, adhering to the principle of human dignity, which promotes employee happiness at work and fosters good relationships within the organization.

8. Complaint Handling System

The company has established a system for receiving employee complaints to ensure fairness for all employees. This system allows employees to report problems or concerns, and the company will investigate and provide assistance to resolve issues effectively and transparently. Furthermore, the company prioritizes the protection of complainants to ensure they are treated fairly and are not retaliated against or adversely affected by their complaints. The company has implemented measures to protect complainants, ensuring that no harmful actions or detrimental effects will be taken against the position of the complaining employee, and the company will strictly maintain the confidentiality of information related to the complaint.

Overall, the company has established various policies and practices to ensure that employees are fully cared for and developed, covering potential development, safety, and the creation of a positive working environment. These are all crucial elements that enhance operational capabilities and foster good relationships within the organization, while also supporting the company's sustainable growth in the future.

Customer

design and construction, through to delivery and after-sales service. All operations will comply with the principles of Good Corporate Governance to ensure that all actions are transparent, fair, and responsible towards all stakeholders, including the company's customers. Details are as follows:

1. Quality service that meets customer needs

The company is committed to providing high-quality services that meet customer needs at every stage of the real estate development process. Services, from design and construction projects to product delivery, will be carried out strictly according to the safety and quality standards set by the company. The company will deliver projects to customers within the specified timeframe and in a quality condition as agreed upon with the customer, to ensure customers receive the best experience and utmost satisfaction.

2. Compliance with contractual terms and conditions

The company places importance on strictly adhering to the terms and conditions of all contracts to prevent potential damages arising from breach of contract. If contractual obligations cannot be met, the company will consult with the counterparty to find a fair solution for both parties.

3. Courteous and prompt customer communication
The company prioritizes serving customers with courtesy and working quickly and efficiently. Every customer contact will receive a prompt response, and the company has a system for handling customer complaints to resolve issues and continuously improve service quality.

4. Customer satisfaction assessment at every service stage
The company conducts customer satisfaction assessments at every stage or touchpoint of service, from the purchasing process, contract signing, project delivery, to after-sales service. Customer data is collected to regularly evaluate and improve service processes. This action helps the company better meet customer needs and build sustainable relationships with customers.

5. Listening to customer feedback and suggestions
The company has a policy to regularly listen to customer feedback and suggestions and utilize them to continuously improve and develop services. The company provides convenient channels for customers to express their opinions or suggestions, such as through online platforms or customer service systems.

6. Service warranty according to specified conditions
The company provides product or service warranties according to the conditions specified in the contract, to ensure customers' confidence in the quality of the project and services. This warranty covers responsibility for errors or problems occurring after delivery.

Business competitor

The Company is committed to conducting business within the framework of free and fair commercial competition, adhering to the principles of Good Corporate Governance to build market confidence and create a transparent and fair business environment for all stakeholders. The Company has established clear policies and measures for dealing with commercial competitors, as detailed below:

1. Support for commercial competition for the benefit of customers.
The Company is committed to supporting fair commercial competition to maximize benefits for customers. Business activities must not violate laws on commercial competition, including respecting laws and regulations related to free and fair commercial competition. The Company will comply with regulatory requirements and monitor to ensure that no actions contradict the principles of fair commercial competition.

2. Prevention of seeking confidential information from commercial competitors.
The Company is committed to maintaining the business confidentiality of its competitors and will not use dishonest or inappropriate methods to seek confidential information from commercial competitors. The Company will conduct every step transparently and will not use information obtained illegally or through unethical business practices.

3. Prevention of damaging the reputation of commercial competitors.
The Company will not use commercial competition to damage the reputation of competitors or create false information to harm competitors. Competition must be based on transparency and fairness, and the Company will not use unfair methods in competition to advance its own interests.

4. Prevention of harassment or unfairly depriving competitors of commercial opportunities.
The Company will not engage in harassment or unfairly deprive competitors of commercial opportunities. Business competition must adhere to ethical principles and fairness at every stage, without using any methods that would cause competitors to lose opportunities or be affected by unfair competition.

Business partner

The company is committed to conducting business with quality and transparency at every step of the value chain. All operations must comply with the principles of Good Corporate Governance to ensure that every step of the process is transparent, fair, and accountable to all stakeholders, including the company's business partners. Details are as follows:

1. Adherence to Contracts and Procurement Guidelines

The company is committed to strictly adhering to contracts and procurement guidelines. Should there be any circumstances preventing compliance with contractual terms or guidelines, the contracting parties will consult together to find a fair solution and prevent potential damages. The company prioritizes maintaining transparency and traceability in all processes to enable both parties to work together efficiently.

2. Transparent Negotiation
Procurement negotiations must be conducted with transparency and traceability. The company will fairly and impartially compare the quality and price of goods or services to ensure appropriate and equitable decision-making, aiming for partners to feel confident in this process and be able to verify operations.

3. Adherence to Partner Code of Conduct
The company has a clear policy for dealing with partners, adhering to a strong code of ethics, which includes not accepting any dishonest benefits or those outside normal trade. All business dealings must be fair, transparent, and consistent with the ethical standards set by the company.

4. Fostering Cooperation and Long-Term Relationships
The company places importance on building sustainable relationships with its partners by promoting cooperation in developing and improving collaborative work processes. The company evaluates and enhances its relationships with partners annually to strengthen cooperation and better meet their needs.

5. Monitoring and Evaluation of Joint Performance with Partners
The company will periodically monitor and evaluate joint performance with partners to ensure that the operations of both parties comply with established contracts and policies. Continuous improvement and development of collaborative work will be undertaken to ensure that the interests of both parties are properly managed and addressed.

Creditor

The company recognizes the importance of building sustainable and responsible relationships with creditors, committing to transparent, straightforward, and auditable financial management and business operations. The company has established clear policies and guidelines to ensure that all operations adhere to good corporate governance principles, including compliance with contracts, accurate financial disclosure, and fostering creditor confidence throughout all processes. Details are as follows:

1. Compliance with Creditor Contractual Terms
The company places importance on strict adherence to the terms of contracts made with creditors, ensuring operations are transparent and fair. Should the company be unable to fulfill any contractual obligation, it will consult with creditors to find appropriate solutions and prevent potential damages. Negotiations will focus on cooperation to achieve mutual benefits.

2. Accurate and Complete Financial Disclosure
The company has a policy of disclosing accurate and complete financial information to creditors, committed to maintaining transparency and integrity in providing information, enabling creditors to effectively analyze the company's financial status, which will enhance confidence and trust between both parties.

3. Timely Debt Repayment
The company is committed to repaying debts according to the agreed-upon contractual terms in a timely manner, to ensure smooth financial operations and build confidence among creditors.

4. Financial Risk Management
The company has a clear financial risk management policy and measures to prevent risks that may arise from breach of contract or economic uncertainties. This includes preparing financial contingency plans and regularly monitoring financial status to ensure the company's financial operations are stable and capable of meeting financial obligations.

5. Maintaining Relationships with Creditors

The company prioritizes maintaining good relationships with creditors by promoting open and transparent communication regarding debt repayment and providing information on financial status, thereby building confidence and trust between the company and its creditors in the long term.

Government agencies

The company recognizes the importance of adhering to good corporate governance principles in operations involving government agencies and the public sector, to ensure that all business operational steps are transparent, verifiable, and fair to all stakeholders, including government agencies and the public sector. This includes clear policies and guidelines regarding coordination, various transactions, and obtaining licenses from government agencies, with details as follows:

1. Coordination and communication with government agencies

The company has a policy of coordinating with government agencies with transparency and professionalism. All transactions with government agencies must comply with relevant laws and regulations. The company focuses on collaborating with government agencies to ensure smooth business operations and efficient compliance with requirements.

2. Obtaining licenses and complying with requirements from government agencies

The company prioritizes obtaining licenses and complying with requirements set by government agencies. This is to ensure that the company's operations comply with the law and receive proper and complete approvals. The process of applying for licenses must be conducted meticulously and meet standards, including preparing all necessary documents and information to support license applications from government agencies.

3. Employment of personnel from the public sector

The company has a policy regarding the employment of government personnel. The employment of personnel from the public sector for director or executive-level positions must undergo thorough consideration by the Nomination and Remuneration Committee. This consideration must take into account qualifications, capabilities, and suitability for the role within the company, to ensure adherence to good corporate governance principles. Furthermore, decisions regarding such employment processes must be submitted to the Board of Directors for approval. The consideration must be transparent and fair to avoid potential conflicts of interest in the future. Additionally, the company will not employ personnel from the public sector if such employment could unduly benefit the company or its subsidiaries beyond what is necessary and appropriate according to business ethical standards. If former government personnel are employed, they must have resigned from their relevant positions for at least two years to prevent conflicts of interest and undue benefits to the company in the future.

4. Ethical conduct in transactions with the public sector

The company will adhere to good ethical conduct in its interactions with government agencies and the public sector. It will not tolerate demands for inappropriate benefits or transactions that violate good corporate governance principles. All transactions with government agencies must comply with state regulations and legal provisions.

Community and society

The company is committed to conducting business with responsibility towards the communities surrounding its projects and its employees. All operations must consider promoting the quality of life for communities and creating development opportunities for employees at all levels, to ensure that each of the company's projects has positive and sustainable impacts across economic, social, and environmental dimensions, as follows:

1. Responsible Business Operations Towards Project-Surrounding Communities

The company places importance on communities surrounding its projects by assessing potential impacts and implementing measures to mitigate them. These measures include creating employment and business opportunities for the community, supporting social projects that enhance the quality of life for nearby communities, participating in community development activities, and fostering good relationships between the company and the community.

2. Promoting and Supporting Employee Participation in Community and Social Activities

The company encourages employees at all levels to participate in community and social development through various activities, such as collaborating with local charitable organizations, organizing environmental awareness campaigns, and engaging in community development projects within the project areas. This allows employees to contribute to the benefit of society and surrounding communities.

3. Employee Potential Development and Quality of Life
The company prioritizes the development of skills and potential for employees at all levels by providing training related to professional development and building essential skills for future operations. Furthermore, the company focuses on creating a positive working environment and promoting good health for employees, such as supporting health and safety, fostering teamwork, and creating opportunities for career growth within the organization.

4. Compliance with Laws and Development Standards for Communities
The company complies with laws related to community and environmental development, particularly in pollution prevention and promoting the sustainable use of natural resources. Additionally, the company encourages the continuous participation of employees and the community in various activities related to community development and environmental conservation.

Information on business code of conduct

Business code of conduct

Business code of conduct	:	Yes

The Company recognizes and acknowledges the importance of conducting business with integrity and ethics. Furthermore, the Company's operations and the performance of duties by directors, executives, and employees must be correct, transparent, and auditable. They must also always be accountable to all stakeholders. Therefore, the Company has developed a Business Ethics and Code of Conduct manual for directors, executives, and employees at all levels within the organization. This manual establishes clear policies for monitoring and verifying compliance with good corporate governance policies, as well as consistent adherence to business ethics principles and the code of conduct. It will be continuously reviewed and updated to align with ethical standards and relevant requirements, thereby fostering the development of an ethical organizational culture. Additionally, the Company requires all directors, executives, employees at every level, including all new employees, to be informed of and acknowledge the Company's business code of conduct and to sign a compliance report to confirm correct adherence to ethical principles and Company guidelines. This promotes participation in good and transparent corporate governance, which will lead to the development of a strong organizational culture and support the achievement of the Company's vision, mission, core values, and strategies, thereby enabling the Company to grow sustainably and stably in the long term. The business code of conduct is disclosed on the Company's website.

Reference link for the full version of business code of conduct	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct	:	Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Information and IT system security, Environmental

		management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

The company places paramount importance on managing the prevention of conflicts of interest, adhering to principles of good corporate governance and operational transparency, to build trust and stability for all relevant stakeholders, including the Board of Directors, senior executives, and employees at all levels. The company has established clear guidelines for preventing and managing conflicts of interest, which are incorporated as part of the company's written Code of Business Conduct, to ensure all employees are aware of its importance and strictly adhere to it.

To enhance transparency and fairness in its operational processes, in 2025, the company has continuously implemented good corporate governance measures and monitored the prevention of conflicts of interest as follows:

1. Communication and Awareness Building

The company has disseminated information regarding the prevention of conflicts of interest to employees at all levels through various channels, such as the company's internal database system, and conducts annual e-Testing for employees to ensure they have a clear understanding of the guidelines for preventing conflicts of interest, as well as to raise awareness of the importance of transparent and honest operations. Furthermore, internal training and seminars are continuously organized to enhance knowledge and skills in adhering to good corporate governance principles, enabling all employees to apply them in their work and decision-making at every level.

2. Reporting and Disclosure of Information

The company requires directors and senior executives to report their own interests and those of related parties in the company's affairs upon assuming office and whenever there is a change. Such reports must be made in a transparent manner and submitted to the Chairman of the Board and the Chairman of the Audit Committee within 7 business days. Additionally, information on interests is provided to external auditors for the purpose of auditing and preventing conflicts of interest.

3. Deliberation and Decision-Making by the Board of Directors

During Board of Directors meetings, if any director has an interest in the matter under consideration, that director must not participate in the decision-making process for that matter. This may involve not attending the meeting or abstaining from voting, to ensure that the Board's decisions are independent, transparent, and fair, genuinely serving the best interests of shareholders and the company.

4. Control and Approval of Connected Transactions

In the event of transactions involving shareholders or interested parties, shareholders with an interest shall not have the right to vote on the approval of such transactions, to ensure that decisions are transparent, fair, and free from the influence of those with direct interests. Furthermore, the company will conduct checks and record information at every stage of transaction approval to ensure compliance with the best practice standards and relevant laws.

Reference link for Prevention of Conflicts of Interest	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Anti-corruption

The Company recognizes the importance of anti-corruption by adhering to virtues and ethics in its business operations, while managing with transparency and accountability to all stakeholders. The Company has established guidelines for compliance with its Good Corporate Governance and Business Ethics Policy (Code of Conduct), which is an integral part of the Company's corporate governance, aiming for the Board of Directors, management, and employees to adhere to appropriate requirements consistent with transparent and fair operational standards. Furthermore, the Company has established a clear anti-corruption policy, which is transparently disclosed on the Company's website, to ensure that all relevant parties receive information and can verify it.

The Company has consistently developed a corruption risk assessment plan, particularly assessing risks in the operational processes of the Board of Directors and management, and establishing preventive measures and controls to ensure effective and transparent anti-corruption operations. In December 2025, the Company was officially certified as a member of the Collective Action Coalition Against Corruption (CAC) of the Thai private sector, which certifies its operations adhere to national transparency standards. The Company has fostered anti-corruption awareness among personnel at all levels through various communication channels, such as internal training sessions and official communication tools, to enhance understanding and awareness of the importance of transparent and verifiable operations, including fostering an organizational culture that emphasizes integrity and ethics in all aspects of business operations.

In the past year 2025, no complaints were found, and no practices violating the Company's anti-corruption policy were identified.

Reference link for Anti-corruption	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Whistleblowing and Protection of Whistleblowers

The Company encourages all directors, executives, employees, and stakeholders to report or disclose misconduct, corruption, or actions that violate laws, company regulations, or the Company's code of ethics. It provides secure and confidential channels for receiving complaints and whistleblowing reports, enabling informants to confidently provide information regarding their concerns. Furthermore, it protects whistleblowers from threats, intimidation, changes in job position, nature of work, or workplace, suspension, dismissal, or any other unfair treatment. To ensure that operations related to opinions, suggestions, inquiries, or complaints have clear, appropriate, efficient, fair, honest, and transparent processes, the Company implements whistleblower protection measures to safeguard individuals from negative impacts in cases of reporting. It guarantees that the rights of whistleblowers will not be violated and that their information and complaints will be kept strictly confidential. The Company will investigate the facts based on the information received and proceed through transparent processes to improve and develop personnel, as well as enhance the efficiency of management processes. Additionally, the Company will regularly monitor the results of investigations and report on actions taken to ensure that anti-corruption efforts meet standards and align with good corporate governance principles. It also encourages all parties to participate in creating an organization with the highest transparency and ethics in its business operations.

The Company has established a whistleblowing policy and provides secure communication channels for its employees and all stakeholders to seek advice, report concerns, provide suggestions, or file complaints regarding any misconduct that violates laws, regulations, rules, corporate governance principles, or business ethics, through the following methods and channels:

1. By postal mail

Contact: Audit Committee

Address: Proud Real Estate Public Company Limited, One City Centre Building, 19th Floor, No. 548 Phloen Chit Road, Lumphini Subdistrict, Pathum Wan District, Bangkok 10330

2. By electronic mail (E-mail)

Contact: Audit Committee

E-mail : cg@proudrealestate.co.th

3. Via website: https://www.proudrealestate.co.th/

Reference link for Whistleblowing and Protection of Whistleblowers	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Prevention of Misuse of Inside Information

Emphasis is placed on preventing the use of the company's inside information that may affect securities prices and cannot yet be disclosed to shareholders, investors, or the general public. Therefore, the use of the company's inside information is crucial and must be managed appropriately to prevent information leakage, potential misuse for improper gain, and taking unfair advantage of others. This, in addition to being a legal offense, also impacts the company's reputation. The company has established an insider trading prevention policy as a guideline for directors, executives, and employees at all levels to be aware of their duties when possessing or having access to inside information. They must safeguard the company's inside information that may affect the company's securities prices, or information that, if disclosed, would cause damage or disadvantage to the company. This is considered confidential and important information, including confidential and/or inside information of the company not yet disclosed to the public. It must not be disclosed or used for personal gain or the gain of others, whether directly or indirectly, and regardless of whether compensation is received. Furthermore, company securities must not be traded using inside information.

The company has established measures to prevent the misuse of inside information and clear guidelines for recording, reporting, and safeguarding information, including a written policy on managing inside information that affects securities prices, incorporated into the company's code of conduct, which has been approved by the Board of Directors. The related measures are as follows:

Measures prohibiting stock trading during specified periods (Blackout Period)

The company has established a prohibition period for directors, executives, employees, and other individuals involved with inside information, including spouses or cohabiting partners such as husbands, wives, and minor children, from trading securities (reportable securities include shares, convertible securities, warrants, futures contracts, and various derivatives referencing listed company shares), as well as from entering into futures contracts related to the securities of listed companies involved with such information, during the period of 1 month prior to the disclosure of quarterly and annual financial statements and within 24 hours after such financial statement disclosure. This also includes reporting changes in securities holdings by directors and executives as prescribed by the SEC, and regular reporting at Board of Directors meetings. Furthermore, guidelines for preventing the use of inside information, which cover the company's procedures for handling inside information, have been consistently communicated to employees to mitigate the risk of information being misused.

Reference link for Prevention of Misuse of Inside Information	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Gift giving or receiving, entertainment, or business hospitality

The company is committed to conducting business under principles of good corporate governance and transparent business ethics, prioritizing equal treatment of all stakeholders to reduce discrimination and conflicts of interest. This establishes a stable and reliable foundation for business operations. One of the approaches the company emphasizes is the establishment of a gift-giving and receiving policy, which aims for strict adherence by all directors, executives, and employees. This policy has been established to avoid giving and receiving anything that could influence business decisions or represent an inappropriate display of preferential treatment.

Regarding the giving of gifts or hospitality, the company has clear stipulations that the giving or receiving of gifts, entertainment, or business hospitality must be appropriate to the business context and not exceed fair ethical boundaries. Giving or receiving items of high value or beyond necessity may be perceived as an attempt to influence or create an obligation that could affect future business decisions, which could lead to a breach of transparency standards and create a risk of corruption.

The gift-giving and receiving policy is part of the company's efforts to establish quality and efficient work standards to promote sustainable growth, including supporting the spirit of the Thai Private Sector Collective Action Against Corruption (CAC). This aims to build confidence among all stakeholders that the company operates transparently and with social responsibility. For this reason, the company communicates the importance of adhering to this policy to all parts of the organization to foster participation in creating a fair and transparent work environment. It raises awareness of business operations that not only consider the company's own interests but also contribute to sustainable development at the social and economic levels. Strict adherence to this policy will help promote a positive image and long-term stability for the company.

Reference link for Gift giving or receiving, entertainment, or business hospitality	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Information and IT system security

The company is committed to protecting critical data from potential threats, whether from cyberattacks, unauthorized data access, or data breaches, which could impact customer trust, stakeholder confidence, and the company's image. To ensure efficient and secure operations, the company has established stringent measures for data and information system security, including the development and continuous improvement of a comprehensive data security policy covering all aspects, from managing personal data of customers and employees to protecting confidential business information.

One of the measures employed by the company is the control of access to critical data, by restricting data access privileges solely to personnel who have a legitimate need to use it.

Furthermore, the data access system is continuously monitored and audited to ensure that there are no privilege violations or unauthorized data access.

In addition, the company has utilized modern technology to prevent cyberattacks, such as the use of firewalls, data encryption, and intrusion detection systems, to ensure that critical data is protected from external attacks. The company also regularly performs data backups to prevent data loss in the event of unexpected incidents, such as malware attacks or system failures.

Regarding employees, the company regularly provides training on data security to ensure that everyone understands the importance of adhering to policies and procedures related to data security, safe use of information systems, and awareness of various potential threats. The company also periodically evaluates and reviews security measures to ensure that the approaches used are up-to-date and capable of preventing new threats that may arise. Data and information system security is one of the company's primary missions to build confidence among customers, stakeholders, and all relevant parties that the company has stringent measures in place to protect data and maintain privacy at every stage of business operations.

Reference link for Information and IT system security	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Environmental management

The company is committed to operating its real estate development business sustainably, prioritizing the reduction of environmental impacts from its operations and various project developments, including design, construction, and management, as well as the efficient use of natural resources. This commitment aims to enhance business sustainability and create positive impacts on the environment and society in the long term. The company pays attention to every process in the value chain, starting from the selection and use of sustainable materials, efficient energy consumption, and the reduction of greenhouse gas emissions at every stage of production and construction. The company's projects are designed to reduce the use of natural resources and increase the use of recyclable materials to foster a good environment for nature and minimize environmental impact. Furthermore, the company implements a Green Procurement policy, which focuses on selecting environmentally friendly materials and services by prioritizing the use of sustainable products with environmental certifications, to ensure that all project developments have a positive impact on the environment and society.

Regarding the support for biodiversity, the company emphasizes the conservation of natural resources and the creation of ecological balance within project areas. This includes the development and maintenance of green spaces, tree planting, and the design of projects that can sustainably integrate with nature. The company believes that creating a good environment and conserving biodiversity will enhance value for communities surrounding the projects and promote long-term business sustainability. Environmentally responsible real estate development not only benefits society and nature but also strengthens stakeholder confidence and fosters sustainability in the real estate market.

Reference link for Environmental management	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Human rights

The company is committed to being a leader in sustainable and socially responsible real estate development, believing that respecting human rights and treating labor equally and fairly are important societal expectations and fundamental factors for ethical business operations. Especially in industries with a large workforce, understanding and recognizing the risks of human rights violations and unfair labor practices will help mitigate impacts on business continuity. Therefore, the company focuses on promoting and protecting human rights in all aspects of its operations, adhering to international standards and guidelines stipulated in the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGP), as well as the International Labor Organization Declaration on Fundamental Principles and Rights at Work (ILO).

As the company operates in an industry with a large workforce, it prioritizes adherence to these standards to create a working environment that respects the rights of all workers. This includes fair employment practices, protection of health and safety in the workplace, and prevention of child labor and forced labor. The company implements codes of conduct and human rights policies that have been promulgated to ensure that no rights are violated in the production process and real estate development. Monitoring and tracking compliance with these policies are conducted continuously, with personnel training to enhance awareness of human rights and adherence to established guidelines. Furthermore, the company also audits its contractor and partner procurement processes to ensure compliance with human rights standards similar to its own. This emphasizes building relationships with business partners who adhere to fair and socially responsible principles. Promoting human rights and treating labor fairly not only helps the business grow sustainably but also positively impacts society and surrounding communities, benefiting the company's long-term projects.

Reference link for Human rights	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Safety and occupational health at work

The company is committed to creating a safe and healthy working environment, both in office areas (head office and sales offices) and the company's project construction sites, recognizing the importance of safety and occupational health in all aspects of operations. This is because maintaining workplace safety is not only about legal compliance but also about fostering a work culture that supports the well-being of employees and stakeholders.

From the perspective of the real estate development business, the company places great importance on creating a safe environment both in offices and on construction sites, as both locations have different operational risks. In the offices, the company provides appropriate facilities, such as managing workspaces with sufficient lighting, creating an environment that does not cause stress or work-related accidents, including promoting good mental health for employees through various activities such as supporting exercise, providing counseling, or arranging suitable health programs. Furthermore, at higher-risk construction sites, the company implements strict specific measures for safety control and supervision, such as providing safety helmets, safety shoes, and fall protection equipment that must be used at every stage of work. This also includes emphasizing employee training on the use of accident prevention equipment, pre-work risk assessment, installation of accident warning signals, and continuous safety inspections by expert teams to prevent accidents that could cause harm to personnel and projects. Additionally, the company conducts annual health check-ups for all employees to assess their physical and mental readiness for work, and also conducts regular safety inspections of construction sites to ensure that the environment in the construction area is safe and hygienic for work.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of	:	Yes

conduct

The company is committed to promoting adherence to its business ethics to foster transparency, integrity, and accountability in all aspects of its business operations. The Board of Directors has assigned responsibility to all department heads for monitoring and evaluating governance, including compliance with the business ethics, to ensure that the organization operates according to established principles and can prevent ethical breaches at all levels. Monitoring of business ethics compliance will be conducted through performance reviews of various departments and by reviewing cases of potential ethical violations, which encourages all parties to recognize the importance of maintaining ethical standards in every step of their work. Furthermore, the company regularly communicates its business ethics through various channels, such as its website, email, and internal public relations, to ensure that employees at all levels receive information and are aware of the importance of adhering to these ethics.

To enhance knowledge and understanding of the principles of Good Corporate Governance, the company has organized training for its Board of Directors, executives, and employees at all levels. This training focuses on transparent, ethical decision-making that aligns with laws and organizational policies. The training covers topics such as risk management, regulatory compliance, and fostering a work environment that is responsible towards stakeholders, with the goal of promoting trustworthiness and transparency in business.

The company also prioritizes the development of the Board of Directors' knowledge and understanding. All directors will be sent to attend director training courses organized by the Thai Institute of Directors (IOD) to enhance their knowledge of the roles, duties, and responsibilities in professionally governing the company. These courses cover understanding the duties of directors, organizational management, and compliance with laws related to corporate governance. Furthermore, all new employees are required to sign an acknowledgment of the Business Ethics (Code of Conduct), which outlines the rules of conduct and ethical practices of the organization, to ensure that all employees understand and agree to adhere to these ethical standards from the beginning of their employment with the company.

In addition, the company has established channels for receiving complaints and reporting the results of monitoring business ethics compliance, including disclosing the number of cases involving breaches of business ethics, to ensure that the company can transparently and effectively review and improve its operational standards.

Participation in anti-corruption networks[1]

Participation or declaration of intent to join anti-corruption networks	:	Yes
Anti-corruption networks or projects the company has joined or declared intent to join	:	Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified Certification document of CAC membership status : CAC.pdf

Diagram of participation in anti-corruption networks

Project for Thai Private Sector Collective Action Against Corruption

Remark: [(1)] *The company was officially certified as a member of the Thai Private Sector Collective Action Coalition Against Corruption (Collective Action Coalition Against Corruption: CAC) in December 2568.*

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter	:	Yes
Material changes and developments in policy and guidelines over the past year	:	Yes

The Company prioritizes compliance with laws and good corporate governance principles. In 2025, the Board of Directors reviewed and updated several key practices to strengthen an effective corporate governance system that aligns with best principles, focusing on developing compliance with the Board Charter, developing business ethics, and adhering to relevant laws. This ensures that the Company operates transparently and responsibly towards all stakeholders. Details are as follows:

1. Review of the Board Charter and Sub-Committee Charters

In 2025, the Board of Directors reviewed the Company's Board Charter and the charters of its sub-committees. It was determined that the current structure and provisions remain sufficient and consistent with good corporate governance principles, staying modern and appropriate for the evolving business environment. This review aims to make the Board's operations clearer and more transparent. The Board also reviewed the roles, duties, and scopes of its sub-committees, such as the Audit Committee, Executive Committee, Nomination and Remuneration Committee, and Risk Management Committee, to ensure that each committee continues to have a clear role in corporate governance and can effectively monitor and control operations.

2. Review and Improvement of Business Ethics and Various Policies

The Company has reviewed and updated its business ethics to align with the industry's best standards. It has considered corporate governance policies and other policies, such as environmental policy, anti-corruption policy, and human rights policy, among others. These have been reviewed and adjusted to suit current circumstances and evolving social standards. These improvements enhance the effectiveness of corporate governance and ensure that the Company operates responsibly and in true accordance with good governance principles.

3. Training and Development of Employees in Good Corporate Governance and Business Ethics
The Company emphasizes employee training in good corporate governance and adherence to business ethics. It has developed comprehensive training programs on good corporate governance principles, such as the Personal Data Protection Act (PDPA) and anti-corruption, as well as promoting knowledge in ethics and transparent operations. This ensures that all employees understand and can correctly adhere to good governance principles. In 2024, 100% of the Company's employees participated in these training programs.

4. Promotion of Further Development and Training in Good Corporate Governance
In addition to internal training, the Company encourages directors, executives, and employees to participate in various courses related to good corporate governance and sustainable business operations. This includes attending training sessions from the Thai Institute of Directors (IOD) and the Stock Exchange of Thailand (SET), as well as other courses designed to enhance the knowledge and skills necessary for developing the business in line with good corporate governance and sustainable practices.

5. Information Disclosure and Transparency
The Company emphasizes accurate and complete disclosure of important information to enable stakeholders to review data and make informed decisions with confidence. Information presented at the Annual General Meeting of Shareholders and in the Company's annual report is transparent and complies with good corporate governance requirements. The Company is committed to disclosing necessary and transparent information to build confidence among all stakeholders.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC	:	Fully implement

The company recognizes that operating its business responsibly and transparently is a crucial foundation for building organizational sustainability. One of the tools that enables the company to operate in accordance with these principles is the Principles of Good Corporate Governance for Listed Companies (CG Code), a standard established to promote transparent operations and accountability to all stakeholders. The company is committed to applying these principles in its business operations to enhance confidence and improve the effectiveness of corporate governance. The Sustainability Working Group, under the supervision of the Executive Committee, has considered and reviewed the application of the Principles of Good Corporate Governance (CG Code) 2017 to the company, taking into account its suitability for the business context and the continuous changes in the business environment. The committee presents and reviews these principles with the Board of Directors annually to ensure that the adopted principles remain consistent with the company's vision and goals, as well as to further enhance the effectiveness of corporate governance standards.
In 2025, the company undertook significant actions to review its policies, practices, and corporate governance systems, including updating the charters of its sub-committees, to ensure a continuous and highly effective corporate governance system. Furthermore, the company has elevated its corporate governance standards to align with the CG Code. These actions reflect the company's commitment to developing and strengthening a transparent and fair corporate governance system.

Other corporate governance performance and outcomes

In 2025, the company received assessments in several key areas of corporate governance, reflecting its commitment to developing and elevating its operational standards in corporate governance, particularly from the Annual General Meeting Quality Assessment and the annual Corporate Governance Report of Thai Listed Companies, for which the company received excellent scores from both projects.

1. Annual General Meeting of Shareholders (AGM)

In 2025, the company received an "excellent" rating (90-99 points) from the Thai Investors Association's Annual General Meeting Quality Assessment Project (AGM Checklist), which demonstrates its efforts and effective operations in organizing transparent meetings and disclosing necessary information to shareholders, enabling them to make confident and well-informed decisions.

2. Corporate Governance Report (CGR) Assessment

The company received a "very good" rating from the Corporate Governance Report of Thai Listed Companies (CGR) for 2025, which reflects its responsible business operations in accordance with clearly defined good governance principles, including an emphasis on accountability to shareholders and all stakeholders. The company not only complies with corporate governance requirements but also continuously strives to elevate these standards to ensure transparent and sustainable business operations.

3. Declaration of Intent to Join the Anti-Corruption Program (CAC)

In December 2025, the company was officially certified as a member of the Collective Action Coalition Against Corruption (CAC), which demonstrates the company's commitment to conducting business transparently and ethically. The company recognizes the importance of combating fraud and corruption, and participation in this program helps promote socially responsible operations and build confidence among stakeholders.

4. Promoting Employee Development and Training

To enhance the knowledge and essential skills required for effective work within the organization, the company has developed comprehensive training programs to develop the potential of employees at all levels, particularly in adhering to good corporate governance principles, as well as fostering work ethics to ensure employees understand good governance and transparent operations. 100% of the company's employees received training.

5. Information Disclosure and Transparency

The company prioritizes the accurate and complete disclosure of important information to enable all stakeholders to review data and make informed decisions with confidence. Information disclosure at the Annual General Meeting of Shareholders and in the annual report is transparent and consistent with good corporate governance requirements.

Corporate Governance Structure

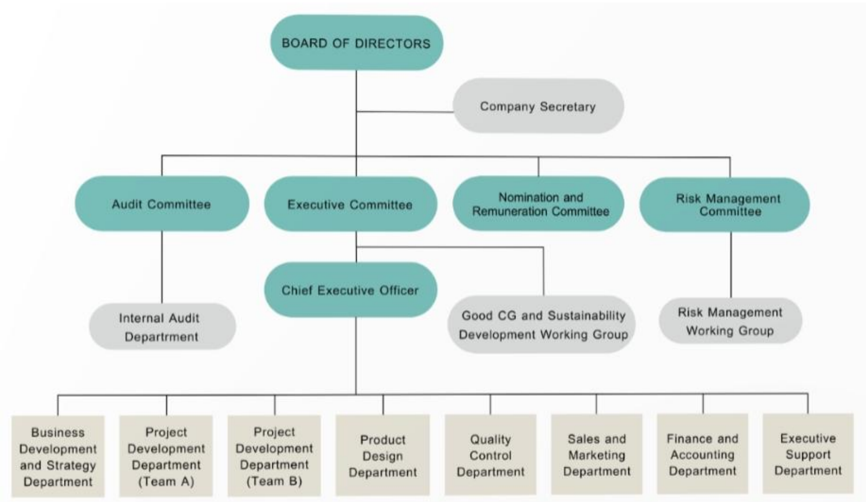
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	**Female (persons)**	**Male (persons)**	**Female (persons)**	**Male (persons)**	**Female (persons)**
Total directors	8		8		11	
	6	2	6	2	9	2
Executive directors	5		4		4	
	3	2	3	1	3	1
Non-executive directors	3		4		7	
	3	0	3	1	6	1
Independent directors	3		4		5	
	3	0	3	1	4	1
Non-executive directors who have no position in independent directors	0		0		2	
	0	0	0	0	2	0

	2023		2024		2025	
	Male (%)	**Female (%)**	**Male (%)**	**Female (%)**	**Male (%)**	**Female (%)**
Total directors	100.00		100.00		100.00	
	75.00	25.00	75.00	25.00	81.82	18.18
Executive directors	62.50		50.00		36.36	
	37.50	25.00	37.50	12.50	27.27	9.09
Non-executive directors	37.50		50.00		63.64	
	37.50	0.00	37.50	12.50	54.55	9.09
Independent directors	37.50		50.00		45.45	
	37.50	0.00	37.50	12.50	36.36	9.09
Non-executive directors who have no position in independent directors	0.00		0.00		18.18	
	0.00	0.00	0.00	0.00	18.18	0.00

Additional explanation : *Displayed % (percentage) from proportion of total board of directors*

	2023		2024		2025	
	Male (years)	**Female (years)**	**Male (years)**	**Female (years)**	**Male (years)**	**Female (years)**
Average age of board of directors	54		55		58	
	57	44	58	45	61	46

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. ANUWAT MAYTHEEWIBULWUT Gender: Male Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	13 May 2019	Law, Property Development, Business Administration
2. Mr. PASU LIPTAPANLOP Gender: Male Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	13 May 2019	Finance, Property Development, Accounting, Audit, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
3. Ms. PROUDPUTH LIPTAPANLOP Gender: Female Age : 37 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	13 May 2019	Property Development, Economics, Business Administration, Marketing, Brand Management
4. Ms. ANCHALEE BUNSONGSIKUL Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	13 May 2019	Finance, Accounting, Audit, Business Administration, Banking

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. ANUCHA SIHANATKATHAKUL Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	15 May 2019	Accounting, Finance, Property Development, Business Administration, Engineering
6. Mr. PUMIPAT SINACHAROEN Gender: Male Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	1 Jan 2021	Economics, Property Development, Accounting, Finance

List of directors	Position	First appointment date of director	Skills and expertise
7. Mr. DAN SORNMANI Gender: Male Age : 61 years Highest level of education : Bachelor's degree Study field of the highest level of education : International Marketing Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	23 Feb 2021	Marketing, Digital Marketing, Brand Management, Business Administration, IT Management
8. Mr. PITAK PRUITTISARIKORN Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : No	Vice-chairman of the board of directors (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	28 Apr 2023	Business Administration, Automotive, Engineering, Marketing, IT Management

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. THANASAK CHANYAPOON Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director not being replaced the ex-director	23 Apr 2025	Property Development, Law, Risk Management, Business Administration, Public Administration
10. Mr. CHETAWAN ANUNTASOMBOON Gender: Male Age : 71 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director not being replaced the ex-director	23 Apr 2025	Property Development, Law, Public Administration

List of directors	Position	First appointment date of director	Skills and expertise
11. Police General SUTEP DECHRUGSA Gender: Male Age : 69 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director not being replaced the ex-director	23 Apr 2025	Law, Public Administration

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
Total (persons)		**4**	**7**	**5**	**2**	**4**

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. ANUWAT MAYTHEEWIBULWUT	Chairman of the board of directors		✔	✔		
2. Mr. PASU LIPTAPANLOP	Director	✔				✔
3. Ms. PROUDPUTH LIPTAPANLOP	Director	✔				✔
4. Ms. ANCHALEE BUNSONGSIKUL	Director		✔	✔		
5. Mr. ANUCHA SIHANATKATHAKUL	Director		✔		✔	
6. Mr. PUMIPAT SINACHAROEN	Director	✔				✔
7. Mr. DAN SORNMANI	Director		✔	✔		
8. Mr. PITAK PRUITTISARIKORN	Vice-chairman of the board of directors	✔				✔
9. Mr. THANASAK CHANYAPOON	Director		✔		✔	
10. Mr. CHETAWAN ANUNTASOMBOON	Director		✔	✔		
11. Police General SUTEP DECHRUGSA	Director		✔	✔		
Total (persons)		4	7	5	2	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	18.18
2. Banking	1	9.09
3. Automotive	1	9.09
4. Property Development	7	63.64
5. Law	4	36.36
6. Marketing	3	27.27
7. Accounting	4	36.36
8. Finance	4	36.36
9. IT Management	2	18.18
10. Digital Marketing	1	9.09
11. Brand Management	2	18.18
12. Engineering	2	18.18
13. Risk Management	1	9.09
14. Audit	2	18.18
15. Public Administration	3	27.27
16. Business Administration	8	72.73

Information about the other directors (*)(**)

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	No

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards
(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management	:	Have
Methods of balancing power between the board of directors and Management	:	Increasing the proportion of independent directors to more than half

The Company recognizes the importance of balancing power between the Board of Directors and management to ensure transparent and responsible corporate governance and operations, considering the best interests of shareholders and all stakeholders. The Company has increased the proportion of independent directors to enhance the independence of the Board of Directors' consideration and decision-making, as well as to support effective and impartial oversight of management's operations, thereby strengthening the efficiency of the Company's governance and operational control.
Furthermore, the Company has established sub-committees to support the functions of the Board of Directors, namely the Audit Committee, the Nomination and Remuneration Committee, the Executive Committee, and the Risk Management Committee. These committees play a crucial role in reviewing, scrutinizing, and overseeing key issues within their assigned scopes of authority to ensure that management and decision-making are prudent, transparent, and in line with good corporate governance principles. The Company has clearly defined the scope of authority between the Board of Directors and management, holds regular Board of Directors meetings, and continuously reports operational results and important matters to the Board of Directors.

Information on the roles and duties of the board of directors

Board charter : Have

The Board Charter has been established as a document that defines the framework and guidelines for the operations of the Board of Directors, to ensure that the Board's operations adhere to good corporate governance principles and are accountable to all stakeholders. The essential contents of the Board Charter include the roles, duties, and responsibilities of the Board of Directors, which encompass setting the company's vision, mission, and strategies, monitoring and evaluating performance against approved strategic plans and budgets, as well as establishing key policies.

Furthermore, the Board Charter specifies the establishment of various sub-committees to support operations and to oversee the management's adherence to established regulations and standards. The Charter also emphasizes the Board's role in overseeing fair and equitable treatment of stakeholders, along with clear policies on anti-corruption, prevention of conflicts of interest, and management of inside information, including the disclosure of material information that affects investors' decisions. Additionally, the Board must evaluate performance at both the Board and executive levels, and review internal control systems according to accepted standards, such as COSO, to ensure that internal controls are appropriate and can effectively respond to risks. The Board Charter also defines clear roles between the Chairman and the management to prevent the concentration of power in a single individual, whereby the Chairman oversees Board meetings and high-level policy setting, while the management is responsible for day-to-day operations and implementing established policies. Finally, the Charter clearly outlines the delegation of authority between the Board and management, and establishes an appropriate risk management framework, enabling the Board to continuously monitor and evaluate the company's risk management performance.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

• Audit of financial statements and internal controls

Scope of authorities, role, and duties

1. Ensure that the company's financial reporting is accurate and adequately disclosed. 2. Ensure that the company has appropriate and effective internal control and internal audit systems. 3. Consider the independence of the internal audit unit, as well as approve the appointment, transfer, or dismissal of the head of the internal audit unit or any other unit responsible for internal audit. 4. Ensure that the company complies with securities and exchange laws, the regulations of the Stock Exchange of Thailand, and laws related to the company's business. 5. Consider, select, and propose the appointment of independent individuals to serve as the company's auditors and propose their remuneration, as well as attend meetings with the auditors at least once a year without the presence of management. 6. Consider connected transactions or transactions that may have conflicts of interest in compliance with laws and the regulations of the Stock Exchange of Thailand, to ensure that such transactions are reasonable and provide the utmost benefit to the company. 7. Prepare the Audit Committee's report for disclosure in the company's annual report, which report shall be signed by the Chairman of the Audit Committee and must include at least the following information: 7.1 Opinion on the accuracy, completeness, and reliability of the company's financial reports. 7.2 Opinion on the adequacy of the company's internal control system. 7.3 Opinion on compliance with securities and exchange laws, the regulations of the Stock Exchange of Thailand, or laws related to the company's business. 7.4 Opinion on the suitability of the auditors. 7.5 Opinion on transactions that may have

conflicts of interest. 7.6 Number of Audit Committee meetings and attendance of each Audit Committee member. 7.7 Overall opinions or observations received by the Audit Committee from performing its duties according to the charter. 7.8 Any other items that shareholders and general investors should be aware of, within the scope of duties and responsibilities assigned by the Board of Directors. 8. In performing its duties, if the Audit Committee finds or suspects any of the following transactions or actions which may significantly affect the company's financial position and operating results, the Audit Committee shall report to the Board of Directors for corrective action within a timeframe deemed appropriate by the Audit Committee: (a) Transactions involving conflicts of interest. (b) Fraud, irregularities, or significant deficiencies in the internal control system. (c) Violations of securities and exchange laws, the regulations of the Stock Exchange of Thailand, or laws related to the company's business. If the company's Board of Directors or management fails to take corrective action within the specified timeframe, any Audit Committee member may report such transactions or actions to the Securities and Exchange Commission or the Stock Exchange of Thailand. 9. Support and monitor the company's effective risk management system. 10. Review and amend the Audit Committee Charter and propose it to the Board of Directors for approval. 11. Propose and review the company's annual corporate governance policy and provide recommendations for the Board of Directors' consideration. 12. Provide recommendations on best practices in corporate governance for the Board of Directors' consideration. 13. Oversee compliance with the company's laws and regulations. 14. Perform any other duties assigned by the Board of Directors, with the approval of the Audit Committee, based on the company's articles of association and laws.

Reference link for the charter

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Executive Committee

Role

• Corporate governance
• Sustainability development

Scope of authorities, role, and duties

1. To establish the company's policies, objectives, strategies, operational plans, annual budget, and various management authorities for submission to the Board of Directors for approval. 2. To control and oversee the business operations of the group of companies to ensure they align with the policies, objectives, strategies, operational plans, and annual budget approved by the Board of Directors, efficiently and in accordance with changing business conditions over time, including providing management consultation and advice to senior executives. 3. To consider and approve capital expenditures, financial transactions with financial institutions for opening loan accounts, pledging, mortgaging, guaranteeing, and other transactions, including buying, selling, registering land titles, and any other related registrations for the company's normal business transactions, within the specified authority limits. 4. To establish an efficient organizational structure and management, covering the selection, training, hiring, and termination of company employees who are executives or senior management. The Board may delegate authority to the company's Chief Executive Officer or the managing director of a subsidiary to sign employment contracts on behalf of the company. 5. To supervise and approve matters related to the company's operations, and may appoint or assign one or more individuals to act on behalf of the Executive Committee as deemed appropriate. The Executive Committee may revoke, change, or amend such authority. However, the delegation of duties and responsibilities to the Executive Committee shall not constitute a delegation or sub-delegation of authority that allows the Executive Committee or its delegates to approve transactions in which they or any person who may have a conflict of interest, a vested interest, or any other conflict of interest with the company or its subsidiaries, as defined in the Notification of the Securities and Exchange Commission. Such approvals must be submitted to the Board of Directors meeting and/or the Shareholders' meeting (as the case may

be) for consideration and approval, in accordance with the articles of association of the company and its subsidiaries or relevant laws, except for approvals of transactions under normal business conditions with clearly defined scopes. 6. To consider and screen all types of work submitted to the Board of Directors, except for work that falls under the authority and responsibility of, and/or is within the power of, other sub-committees of the company to screen and present directly to the Board of Directors. 7. To perform any other duties assigned by the Board of Directors.

Reference link for the charter

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Risk Management Committee

Role

• Risk management

Scope of authorities, role, and duties

1. Establish policies and frameworks for enterprise-level risk management of the Company and its subsidiaries, to be submitted for approval to the Board of Directors. 2. Oversee the management of significant enterprise-level risks that impact the Company's policies, operations, and reputation/image, to ensure risks are maintained at an acceptable level under appropriate costs. 3. Consider and review risk management approaches and tools to ensure their effectiveness and suitability for the nature and magnitude of risks associated with each aspect of the Company's transactions. 4. Consider and approve risk assessment criteria, acceptable risk levels / trigger points, and risk management plans/strategies, which cover various significant types of risks, including Strategic Risk, Operational Risk, Financial Risk, Legal and Regulatory Compliance Risk, and other risks such as corruption risk, reputational risk, information technology risk, and sustainability risk. 5. Consider and provide opinions on the evaluation of enterprise-level risk management performance and ensure that the Company adequately and appropriately manages significant risks, including corruption risk, as well as monitor the results of significant enterprise-level risk management in cases where risk assessment results exceed acceptable levels / hit trigger points set by the Company. 6. Communicate and develop personnel to possess knowledge and understanding of risks and risk management processes. 7. The Risk Management Committee may seek advice from experts to assist in effectively performing its duties as per the charter, at the Company's expense. 8. The Risk Management Committee has the authority to invite executives or relevant persons to attend meetings to provide explanations or additional information regarding risks and the performance of their responsibilities, as deemed appropriate by the Risk Management Committee. 9. The Risk Management Committee has the duty and responsibility to report risk management activities to the Board of Directors or any other duties assigned by the Board of Directors.

Reference link for the charter

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Nomination and Remuneration Committee

Role

• Director and executive nomination
• Remuneration

Scope of authorities, role, and duties

1. Consider the structure, size, and composition of the Board of Directors and sub-committees to be appropriate for the company's business. 2. Establish policies and criteria for the selection of directors for the Board of Directors, sub-committees, and the President, taking into account diversity in knowledge, expertise, skills, and experience

beneficial to the company's business, and adhering to relevant regulations. 3. Consider and select qualified candidates as directors for the Board of Directors and sub-committees, as well as for the position of President, for the Board of Directors to consider appointing as appropriate when a vacancy arises or a term expires. 4. Establish guidelines for continuous training and development of directors and the President to support succession planning. 5. Propose criteria for considering remuneration, special remuneration, meeting allowances, and annual bonuses for company directors, remuneration and meeting allowances for sub-committee members, and remuneration for the President. This consideration will be based on performance evaluations and the overall company performance. The proposal will be submitted to the Board of Directors for approval before being presented to the Annual General Meeting of Shareholders for consideration and approval. For the President's remuneration, it shall be submitted to the Board of Directors for approval. 6. Consider the budget for bonus payments and salary adjustments for executives and employees, and submit it to the Board of Directors for consideration. 7. Enhance the knowledge of current and new directors to ensure understanding of the company's business, the roles and responsibilities of directors, and relevant rules or laws. 8. Evaluate the performance of the Nomination and Remuneration Committee at least once a year and report the results. 9. Report the evaluation to the Board of Directors and perform any other duties assigned by the Board of Directors.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. ANUWAT MAYTHEEWIBULWUT(*) Gender: Male Age : 73 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	15 May 2019	Law, Property Development, Business Administration

List of directors	Position	Appointment date of audit committee member	Skills and expertise
2. Ms. ANCHALEE BUNSONGSIKUL(*) Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	15 May 2019	Finance, Accounting, Audit, Business Administration, Banking
3. Mr. DAN SORNMANI Gender: Male Age : 61 years Highest level of education : Bachelor's degree Study field of the highest level of education : International Marketing Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	23 Feb 2021	Marketing, Digital Marketing, Brand Management, Business Administration, IT Management

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member

List of committee members	Position	Appointment date of executive committee member
1. Mr. PITAK PRUITTISARIKORN Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	28 Apr 2023
2. Mr. PASU LIPTAPANLOP Gender: Male Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	13 May 2019
3. Ms. PROUDPUTH LIPTAPANLOP Gender: Female Age : 37 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	13 May 2019
4. Mr. PUMIPAT SINACHAROEN Gender: Male Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Jan 2021

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

Other Subcommittees

Subcommittee name	Name list	Position
Risk Management Committee	Mr. ANUWAT MAYTHEEWIBULWUT	The chairman of the subcommittee (Independent director)
	Ms. ANCHALEE BUNSONGSIKUL	Member of the subcommittee (Independent director)
	Mr. DAN SORNMANI	Member of the subcommittee (Independent director)
	Ms. PROUDPUTH LIPTAPANLOP	Member of the subcommittee
	Mr. PUMIPAT SINACHAROEN	Member of the subcommittee
Nomination and Remuneration Committee	Mr. ANUWAT MAYTHEEWIBULWUT	The chairman of the subcommittee (Independent director)
	Mr. ANUCHA SIHANATKATHAKUL	Member of the subcommittee
	Mr. PASU LIPTAPANLOP	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise

List of executives	Position	First appointment date	Skills and expertise
1. Mr. PUMIPAT SINACHAROEN Gender: Male Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	1 Jan 2021	Economics, Property Development, Accounting, Finance
2. Ms. Suphaluck Sangseda Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President, Sales and Marketing (The highest-ranking executive)	1 Aug 2023	Engineering, Property Development, Media & Publishing, Data Analysis, Marketing

List of executives	Position	First appointment date	Skills and expertise
3. Ms. Anotai Worasunthararom Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President, Business Development and Strategy (The highest-ranking executive)	1 Apr 2025	Business Administration, Property Development, Accounting, Engineering, Strategic Management
4. Ms. Naruedee Koslathip (*)(**) Gender: Female Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes	Senior Director, Finance and Accounting (The highest-ranking executive)	1 Aug 2022	Finance & Securities, Accounting, Finance, Internal Control, Budgeting

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Chisarat Surakarn Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Faculty of Architecture Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Director of Project Management and Construction (The highest-ranking executive)	5 May 2022	Property Development, Project Management, Architecture
6. Mr. Kitiwat Chinrangkhakun Gender: Male Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Director of Project Management and Construction (The highest-ranking executive)	20 Dec 2021	Project Management, Engineering, Property Development

List of executives	Position	First appointment date	Skills and expertise
7. Mr. Suttirak Vatthanakhool Gender: Male Age : 45 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : No Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Director of Purchasing and Administration (The highest-ranking executive)	1 Feb 2023	Construction Materials, Property Development, Procurement, Negotiation, Engineering
8. Mr. Eakchai Tejthiwat Gender: Male Age : 38 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Director of Marketing and Corporate Communications (The highest-ranking executive)	1 Jun 2022	Media & Publishing, Information & Communication Technology, Brand Management, Digital Marketing, Marketing
9. Ms. Pichapob Iamanek Gender: Female Age : 39 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Sales Director (International Business) (The highest-ranking executive)	1 Nov 2023	Business Administration, Economics, Commerce, Data Analysis, Negotiation

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance
(**) Accounting supervisor
(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

The Company has established a clear and transparent policy for director remuneration, with the Nomination and Remuneration Committee responsible for screening and consideration. The remuneration is comparable to that of the same industry sector and sufficiently high to attract and retain directors with the qualifications required by the Company. Regarding the determination of director remuneration for directors and sub-committee members, both monetary and non-monetary forms, the Board of Directors will consider the recommendations of the Nomination and Remuneration Committee, benchmarking against the remuneration rates for directors in the same-level real estate business group, as well as the appropriateness of the scope of duties and responsibilities of the directors and sub-committee members.

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives	:	Have

The Board of Directors has appointed a Nomination and Remuneration Committee to formulate policies, criteria, and methods for the nomination and remuneration of directors, sub-committees, and senior executives. The Nomination and Remuneration Committee comprises 2 independent directors and 1 executive director, totaling 3 members.
The Nomination and Remuneration Committee is responsible for considering the qualifications, knowledge, abilities, and experience of individuals nominated for director and senior executive positions to ensure that such individuals possess appropriate qualifications and potential aligned with the company's needs and good corporate governance principles, as well as supporting the organization's continuity and sustainable growth.

Furthermore, the Nomination and Remuneration Committee also emphasizes establishing appropriate and reasonable remuneration structures and criteria, considering alignment with the company's interests and the ability to incentivize personnel to commit to their work to achieve the organization's primary objectives and goals, as well as promoting the long-term interests of the business.

The Nomination and Remuneration Committee will present these policies and criteria to the Board of Directors' meeting for consideration and subsequently to the Annual General Meeting of Shareholders for formal approval of remuneration each year, ensuring that remuneration is transparent, fair, and aligned with the interests of the company and all stakeholders.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	35,883,113.33	40,863,150.00	43,184,471.00

In the year 2024, the company recorded compensation, including salary and bonuses, for its executives.

Other remunerations of executive directors and executives

	2023	2024	2025
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

The Company does not make provident fund contributions for its directors, except in cases where directors and executives also hold employee status within the Company. For the fiscal year 2025, the Company recorded provident fund contributions for a total of 9 executives, amounting to 1,547,167.67 Baht.
Furthermore, the Company's executives also receive other benefits and welfare in accordance with the Company's regulations and policies, similar to general employees. These include, but are not limited to, medical benefits, health check-ups, and other welfare benefits as determined by the Company.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year	:	0.00
Estimated remuneration of executive directors and executives in the current year	:	0.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Naruedee Koslathip	Naruedee.k@proudrealestate.co.th	-

List of the company secretary

General information	Email	Telephone number
1. Mr. Pumipat Sinacharoen	Pumipat.s@proudrealestate.co.th	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. thanabhat Wongwit	thanabhat.wo@plgroup.co.th	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Jitthinan Udompokanan	Jitthinan.U@proudrealestate.co.th	02-235-0999 ต่อ 1405

Head of investor relations

Does the Company have an appointed head of investor relations : Have

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Duangkamon Pongkiatchai	Duangkamon.P@proudrealestate.co.th	02-235-0999 ต่อ 3002

Company's auditor

Details of the companys auditor[2]

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	1,500,000.00	-	1. Mr. PIYA CHAIPRUCKMALAKARN Email: Piya.chaipruckmalakarn@th.ey.com License number: 7544

Remark: [2] *Audit Details of Subsidiaries 1. Convent Beta Co., Ltd. Audit fee 500,000 Baht/year 2. Hua Hin Sky Living Co., Ltd. Audit fee 380,000 Baht/year 3. The Estate 345 Co., Ltd. Audit fee 300,000 Baht/year 4. Rama 9 Alliance Co., Ltd. Audit fee 300,000 Baht/year 5. Hua Hin Alpha 71 Co., Ltd. Audit fee 220,000 Baht/year 6. Kamala Ascend Co., Ltd. Audit fee 220,000 Baht/year 7. Proud Horseshoe Co., Ltd. Audit fee 150,000 Baht/year 8. Khu Khot Station Alliance Co., Ltd. Audit fee 120,000 Baht/year 9. Prompt Solution Management Co., Ltd. Audit fee 110,000 Baht/year*

Details of the auditors of the subsidiaries(3)

Audit fee (Baht)	Other service fees		
2,300,000.00	-		

Remark: *(3) Audit Details of Subsidiaries 1. Convent Beta Co., Ltd. Audit Fee: 195,000 Baht/year 2. Hua Hin Sky Living Co., Ltd. Audit Fee: 460,000 Baht/year 3. The Estate 345 Co., Ltd. Audit Fee: 180,000 Baht/year 4. Rama 9 Alliance Co., Ltd. Audit Fee: 630,000 Baht/year 5. Hua Hin Alpha 71 Co., Ltd. Audit Fee: 180,000 Baht/year 6. Kamala Ascend Co., Ltd. Audit Fee: 165,000 Baht/year 7. Proud Horseshoe Co., Ltd. Audit Fee: 200,000 Baht/year 8. Khu Khot Station Alliance Co., Ltd. Audit Fee: 180,000 Baht/year 9. Prompt Solution Management Co., Ltd. Audit Fee: 110,000 Baht/year*

Assigned personnel in case of a foreign company

Does the company have any individual assigned to be representatives in Thailand : No

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

In 2025, the Company scheduled at least four Board of Directors meetings per year in advance to consider pre-determined key agendas. However, should there be significant issues requiring further consideration, the Chairman of the Board will decide on such matters, and advance notice will be provided within the stipulated timeframe. In 2025, the Board of Directors held a total of 8 meetings. The Board possesses the authority, duties, and responsibilities to manage and operate the Company's business in accordance with laws, objectives, the Company's articles of association, and resolutions of shareholders' meetings, acting with integrity and prudence to safeguard the Company's interests. The Board plays a role in setting policies, strategies, and monitoring the Company's performance, including good corporate governance, internal control and risk management, information technology management, and promoting various innovations that strengthen the Company. Furthermore, the Board is responsible for financial oversight, subsidiary governance, appointment of sub-committees, dividend approval, and consideration of other significant matters, including the careful delegation of authority to prevent conflicts of interest. In 2025, the Board fully performed its assigned duties and conducted all processes transparently, adhering to good corporate governance and business ethics to build confidence among shareholders and all stakeholders. The Board meetings during the past year focused on establishing important policies, financial considerations, and effective risk management, which enabled the Company to operate its business stably and sustainably.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Ms. PROUDPUTH LIPTAPANLOP	Director	13 May 2019	Property Development, Economics, Business Administration, Marketing, Brand Management
Mr. PUMIPAT SINACHAROEN	Director	1 Jan 2021	Economics, Property Development, Accounting, Finance

List of directors	Position	First appointment date of director	Skills and expertise
Mr. DAN SORNMANI	Director	23 Feb 2021	Marketing, Digital Marketing, Brand Management, Business Administration, IT Management

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. THANASAK CHANYAPOON	Director	23 Apr 2025	Property Development, Law, Risk Management, Business Administration, Public Administration
Mr. CHETAWAN ANUNTASOMBOON	Director	23 Apr 2025	Property Development, Law, Public Administration
Police General SUTEP DECHRUGSA	Director	23 Apr 2025	Law, Public Administration

Selection of independent directors

Criteria for selecting independent directors

The company strictly adheres to the legal requirements for independent director qualifications to ensure independent directors can fully perform their duties without being influenced by any interests and can equally safeguard the interests of all shareholders. The selection of the company's independent directors must include qualifications that prevent conflicts of interest, including not holding shares in the company, not being an executive, or not having a blood relationship with any director or executive of the company, as well as not providing professional services that could affect decision-making in the role of an independent director.

In 2025, the company has 5 independent directors, representing approximately 45% of the total board. All of them meet the specified qualifications and have no business relationships or professional service engagements with the company. The presence of fully qualified independent directors who can perform their duties independently serves to enhance confidence among shareholders and stakeholders that all company decisions will be considered with fairness and transparency, in terms of management, good corporate governance, and the long-term preservation of the company's interests.

The company prioritizes the selection of directors who are fully qualified and can perform their duties effectively. The consideration of directors' qualifications takes into account various factors to ensure directors' independence and their ability to equally safeguard shareholders' interests. The criteria for consideration are as follows:

1. Qualifications of Expertise and Professionalism. The Board of Directors will consider expertise, specialization in various fields, including professionalism, leadership, broad vision, and integrity and ethics in work. Furthermore, a transparent work history and the ability to express independent opinions are considered to enable the Board to make fair decisions on various issues, free from personal interests.
2. Consideration of Board Skill Matrix suitability. The company considers suitability in terms of skills, experience, and specific qualifications in various areas essential for business operations, without discrimination based on gender, race, or other differences, to achieve a complete and maximally beneficial board composition.
3. Verification of Nominee Qualifications. The company verifies the qualifications of individuals nominated for directorships by requesting information from the Securities and Exchange Commission (SEC), as well as checking for potential conflicts of interest with the company.
4. Selection of Independent Directors. In selecting independent directors, the company considers qualifications in accordance with the criteria set by the SEC, which include:
   - Holding no more than 1% of the company's total voting shares.
   - Not being an executive or having no business relationship that could impede independent judgment.
   - Having no blood relationship with any director or executive of the company.
   - Having no other characteristics that would prevent independent opinion.
5. Election of Directors when a position becomes vacant due to term expiration. The company provides shareholders with the opportunity to nominate individuals for election as directors annually. In the election of directors, shareholders can cast votes for nominated individuals up to the number of directors the company wishes to elect. The election is conducted by individual voting for each director, and if candidates receive an equal number of votes, the chairman of the meeting shall cast the deciding vote.
6. Selection of Directors in case of vacancy due to other reasons. In the event a director resigns or a directorship becomes vacant due to other reasons, the company will proceed to select a new director based on the established qualifications and propose it to the Board of Directors for consideration and approval. This requires a resolution of no less than three-fourths of the remaining directors.

All these operations aim to strengthen the company's good corporate governance by emphasizing transparency, fairness, and the prevention of conflicts of interest, to enable the company to operate efficiently and sustainably, while considering the trust of shareholders and all stakeholder groups.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year	:	No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee	:	Yes
Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee	:	Yes

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons)	:	2

Rights of minority shareholders on director appointment

Minority shareholders are a crucial part of building the company's stability and growth, especially in the context of having the right to participate in determining the company's management direction and decisions. One of the important rights of minority shareholders is the right to appoint directors, which is part of good corporate governance (CG) that helps the company operate transparently and fairly.

1. Rights of Minority Shareholders to Elect Directors
As shareholders, minority shareholders have the right to elect competent directors and executives who are committed to acting in the best interests of the company. The election of directors is crucial in determining the company's business direction. Therefore, minority shareholders have the right to nominate directors and participate in voting for the election of directors at the shareholders' meeting.

2. Exercise of Rights in Nominating Directors
Minority shareholders can exercise their right to nominate individuals for the board of directors to consider appointing as directors at the shareholders' meeting. The company will provide transparent and fair channels for nominating directors, enabling minority shareholders to participate in selecting qualified individuals who can manage the company effectively. Director nominations can be made through the shareholders' meeting in accordance with established regulations.

3. Transparency in Director Elections
The election of directors, in which minority shareholders participate, must be conducted transparently. Nominated directors must meet the specified qualifications and have no conflicts of interest to ensure that all decisions are fair. Minority shareholders should receive complete information regarding the background and qualifications of nominated directors to make informed and transparent decisions.

4. Protection of Minority Shareholder Rights
The company has a duty to protect the rights of minority shareholders to participate in important decisions, without denying or restricting their rights to nominate and elect directors. The company must ensure that the election of directors is fair and non-discriminatory, providing all minority shareholders with the opportunity to participate and have a voice in shaping the company's direction.

Method of director appointment : Method by which shareholders can divide their votes among candidates in accordance with the Public Limited Companies Act (Cumulative voting), Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. ANUWAT MAYTHEEWIBULWUT (Chairman of the board of directors, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP) Other • 2011: Senior Executive Program in Justice Administration, Class 15 • 2011: Senior Executive Program in Justice Administration, Class 15 • 2001: National Defence College Course, Class 45 • 2001: National Defence College Course, Class 45

List of directors	Participation in training in the past financial year	History of training participation
2. Mr. PASU LIPTAPANLOP (Director)	Non-participating	Thai Institute of Directors (IOD) • 2017: Director Accreditation Program (DAP) Other • 2024: National Defense Course for Future Executives (NDC-FE) Class 1, National Defence Studies Institute • 2024: National Defense Course for Future Executives (NDC-FE) Class 1, National Defence Studies Institute • 2022: Program for New Generation Leaders in Rule of Law and Development • 2022: Program for New Generation Leaders in Rule of Law and Development • 2019: Thai-Chinese Young Leaders Program, Batch 1 • 2019: Thai-Chinese Young Leaders Program, Batch 1 • 2016: Energy Science Program for New Generation Executives, Class 1 • 2016: Energy Science Program for New Generation Executives, Class 1 • 2015: CMA-GMS Senior Executive Program, Class 1 • 2015: CMA-GMS Senior Executive Program, Class 1
3. Ms. PROUDPUTH LIPTAPANLOP (Director)	Non-participating	Thai Institute of Directors (IOD) • 2017: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
4. Ms. ANCHALEE BUNSONGSIKUL (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2019: Director Accreditation Program (DAP) Other • 2023: Rule of Law for Democracy Program, Class 11, Constitutional Court College • 2020: National Defence Course, Class 63, National Defence College • 2019: High-Level Justice Administration Executive Program, 24th Class, Judicial Training Institute, Office of the Judiciary • 2018: Advanced Executive Program in Energy Science, Class 12, Energy Science Institute • 2017: Academy of Business Creativity Program, 6th Cohort, Sripatum University • 2017: Capital Market Academy Executive Program, Class 25
5. Mr. ANUCHA SIHANATKATHAKUL (Director)	Non-participating	Thai Institute of Directors (IOD) • 2000: Director Certification Program (DCP) Other • 2005: Raising the Awareness of Corporate Fraud in Thailand • 2004: Board Failure and How to Fix it • 2004: CEO Performance Evaluation • 2004: Non-Executive Director • 2003: Director Compensation • 2001: Senior Qualified Member, Batch 2

List of directors	Participation in training in the past financial year	History of training participation
6. Mr. PUMIPAT SINACHAROEN (Director)	Non-participating	Thai Institute of Directors (IOD) • 2020: Strategic Board Master Class (SBM) • 2005: Director Accreditation Program (DAP) Other • 2023: Design Thinking, Stanford University • 2023: Design Thinking, Stanford University • 2023: Design Thinking, Stanford University • 2023: Leading in Disruptive World (Innovation), Stanford University, USA • 2023: Leading in Disruptive World (Innovation), Stanford University, USA • 2023: Leading in Disruptive World (Innovation), Stanford University, USA • 2008: Company Secretary Program (CSP) from the Thai Institute of Directors Association (IOD), Class 27 • 2008: Company Secretary Program (CSP) from the Thai Institute of Directors Association (IOD), Class 27 • 2008: Company Secretary Program (CSP) from the Thai Institute of Directors Association (IOD), Class 27 • 2007: Director Accreditation Program (DAP) from the Thai Institute of Directors Association (IOD) • 2007: Director Accreditation Program (DAP) from the Thai Institute of Directors Association (IOD) • 2007: Director Accreditation Program (DAP) from the Thai Institute of Directors Association (IOD)

List of directors	Participation in training in the past financial year	History of training participation
7. Mr. DAN SORNMANI (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2006: Director Accreditation Program (DAP)
8. Mr. PITAK PRUITTISARIKORN (Vice-chairman of the board of directors)	Non-participating	Other • 2022: Program: Enterprise Transformation in Digital Era (Zhejiang University) • 2022: Senior Executive Development Training Program, Royal Thai Police • 2020: Thai-Chinese Leadership Program, New Thai-Chinese Leadership Institute, Class 3 • 2018: Senior Executive Program in Energy Science (WPN.11) Class 11 • 2014: High-Level Executive Program in Industrial Business Development and Investment (W.T.O.) Batch 1
9. Mr. THANASAK CHANYAPOON (Director)	Non-participating	Thai Institute of Directors (IOD) • 2024: Director Certification Program (DCP) • 2008: Director Accreditation Program (DAP) Other • 2025: Advanced Certificate Program in Politics and Governance in a Democratic System for Senior Executives (PPR) Class 25, King Prajadhipok's Institute • 2024: Advanced Political and Electoral Development Program (APED Class 15), Institute for Political and Electoral Studies, Office of the Election Commission • 2019: Senior Executive Program in Industrial Business Development and Investment (W.T.O.) Class 7, Institute of Business and Industrial Science

List of directors	Participation in training in the past financial year	History of training participation
10. Mr. CHETAWAN ANUNTASOMBOON (Director, Independent director)	Non-participating	-
11. Police General SUTEP DECHRUGSA (Director, Independent director)	Non-participating	Other • 2022: Advanced Police Administration Course, Class 22, Police Development Institute, Education Bureau • 2020: Advanced Justice Administration Program, Batch 1, Office of Justice Affairs • 2017: Senior Executive Program in Energy Science, Class 10, Energy Science Institute • 2016: Capital Market Academy Senior Executive Program, Class 20

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The performance evaluation of the Board of Directors, sub-committees, and the Chief Executive Officer is a crucial process that strengthens good corporate governance (CG) and efficient operations. The Board of Directors has established a systematic multi-dimensional performance evaluation to ensure that the decisions and operations of the Board and management adhere to established standards and to facilitate continuous improvement of work processes.

- 90% - 100% = Excellent
- 80% - 89% = Good
- 70% - 79% = Satisfactory
- 60% - 69% = Fair

Performance evaluation of the Board of Directors' duties over the past year

Evaluation Process

The performance evaluation will be conducted in accordance with guidelines set by the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC), including the use of self-assessment forms from the Thai Institute of Directors (IOD), which is a widely recognized tool. The evaluation will employ a self-evaluation method to allow directors to candidly reflect on their opinions and experiences in performing their duties.

The Board of Directors will prepare and review the performance evaluation form to ensure its accuracy, completeness, and alignment with good corporate governance standards, before submitting it to the Board of Directors for consideration as performance results to be used for future operational improvements. Subsequently, the Company

Secretary will summarize the evaluation results and present them to the Board of Directors for consideration. The recommendations derived from the evaluation will be utilized to enhance the efficiency and outcomes of the Board of Directors and various sub-committees in managing the company.

Evaluation of the duty performance of the board of directors over the past year

This performance evaluation is a crucial part of improving the corporate governance process and the Board's operations. By implementing recommendations from the evaluation, the decision-making and operational efficiency of directors and executives will continuously improve. This aligns with good corporate governance principles, aiming to assure shareholders and all stakeholders that the company operates with transparency, fairness, and maximum efficiency.

Performance Evaluation of the Board of Directors in the Past Year

The performance evaluation of the Board of Directors is a crucial process for strengthening good corporate governance (CG) and enhancing the company's operational efficiency. This evaluation is conducted at the level of the Board of Directors as a whole, individual directors, and specific sub-committees within the company. These evaluations serve as tools to review and continuously improve the performance of directors to achieve maximum efficiency.

Self-Assessment Form for Each Board Committee

The performance evaluation of each Board committee covers the following key issues:

1. Structure and Qualifications of the Board of Directors
2. Roles, Duties, and Responsibilities of the Board of Directors
3. Board Meetings
4. Performance of Directors
5. Relationship with Management
6. Self-Development of Directors and Executive Development

The average score from the self-assessment of each Board committee was 92.18%, which is rated as 'Excellent,' demonstrating the capability and efficiency of the Board's operations.

Self-Assessment Form for Individual Directors

The performance evaluation of individual directors will be considered based on the following three main topics:

1. Structure and Qualifications of the Board of Directors
2. Board Meetings
3. Roles, Duties, and Responsibilities of the Board of Directors

The results from the self-assessment of individual directors indicate that they perform their duties in accordance with good corporate governance standards, with an average score of 91.12%, rated as 'Excellent.' This demonstrates the capability and efficiency of each director in managing the company's operations.

Self-Assessment Form for Each Sub-Committee

The performance evaluation of each sub-committee will be considered based on the following three main topics:

1. Structure and Qualifications of Sub-Committees
2. Sub-Committee Meetings
3. Compliance with the Authority, Duties, and Responsibilities of Sub-Committees

The evaluation results from each sub-committee show the following average scores:

- Audit Committee: Average score of 98.33%, rated as 'Excellent'.
- Nomination and Remuneration Committee: Average score of 82.89%, rated as 'Good'.
- Risk Management Committee: Average score of 94.72%, rated as 'Excellent'.
- Executive Committee: Average score of 80.11%, rated as 'Good'.

Summary of Evaluation Results

The performance of the Board of Directors, both at the company level and within its sub-committees, demonstrates efficiency in various aspects, with average scores ranging from 'Good' to 'Excellent.' This reflects effective work and excellent adherence to good corporate governance standards. These evaluation results will be utilized to improve operations and various processes to enhance the efficiency of the company's duties and operations in the future.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	92.18	100
	Self-assessment	91.12	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	98.33	100
	Self-assessment	98.48	100
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	82.89	100
	Self-assessment	87.12	100
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	94.72	100
	Self-assessment	97.27	100
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	80.11	100

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Self-assessment	81.25	100
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The evaluation of senior executives focuses on assessing their ability to demonstrate leadership, set the organization's direction and strategy, and effectively implement strategies, coupled with appropriate financial planning and management. It also considers their ability to build and maintain strong relationships with the board of directors and external stakeholders, manage teams and personnel efficiently, and plan for future succession. Furthermore, executives must possess a deep understanding of the organization's products or services and exhibit personal attributes suitable for a leadership role, such as integrity, accountability, and a commitment to driving the organization towards its sustainable goals.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times) : 8

Date of AGM meeting : 23 Apr 2025

EGM meeting : Yes

Date of the EGM over the past year (1st time) : 22 Jan 2025

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. ANUWAT MAYTHEEWIBULWUT (Chairman of the board of directors, Independent director)	8	/	8	1	/	1	1	/	1
2. Mr. PASU LIPTAPANLOP (Director)	8	/	8	1	/	1	1	/	1
3. Ms. PROUDPUTH LIPTAPANLOP (Director)	8	/	8	1	/	1	1	/	1
4. Ms. ANCHALEE BUNSONGSIKUL (Director, Independent director)	7	/	8	1	/	1	1	/	1
5. Mr. ANUCHA SIHANATKATHAKUL (Director)	8	/	8	1	/	1	1	/	1
6. Mr. PUMIPAT SINACHAROEN (Director)	8	/	8	1	/	1	1	/	1
7. Mr. DAN SORNMANI (Director, Independent director)	6	/	8	0	/	1	1	/	1

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mr. PITAK PRUITTISARIKORN (Vice-chairman of the board of directors)	7	/	8	1	/	1	1	/	1
9. Mr. THANASAK CHANYAPOON (Director)	4	/	4	0	/	0	0	/	0
10. Mr. CHETAWAN ANUNTASOMBOON (Director, Independent director)	4	/	4	0	/	0	0	/	0
11. Police General SUTEP DECHRUGSA (Director, Independent director)	4	/	4	0	/	0	0	/	0

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. ANUWAT MAYTHEEWIBULWUT (Chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
2. Mr. PASU LIPTAPANLOP (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
3. Ms. PROUDPUTH LIPTAPANLOP (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
4. Ms. ANCHALEE BUNSONGSIKUL (Director)	7/8 (87.50%)	1/1 (100.00%)	1/1 (100.00%)

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
5. Mr. ANUCHA SIHANATKATHAKUL (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
6. Mr. PUMIPAT SINACHAROEN (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
7. Mr. DAN SORNMANI (Director)	6/8 (75.00%)	0/1 (0.00%)	1/1 (100.00%)
8. Mr. PITAK PRUITTISARIKORN (Vice-chairman of the board of directors)	7/8 (87.50%)	1/1 (100.00%)	1/1 (100.00%)
9. Mr. THANASAK CHANYAPOON (Director)	4/4 (100.00%)	N/A	N/A
10. Mr. CHETAWAN ANUNTASOMBOON (Director)	4/4 (100.00%)	N/A	N/A
11. Police General SUTEP DECHRUGSA (Director)	4/4 (100.00%)	N/A	N/A
Average meeting attendance rate	**95.46%**	**87.50%**	**100.00%**

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

As Mr. Thanasak Janyapoon, Mr. Chetawan Anantasomboon, and Police General Suthep Dechraksa were appointed as company directors on April 23, 2025, they were eligible to attend only the meetings held subsequent to that date.

Remuneration of the board of directors

Types of remuneration of the board of directors

The Company has established a clear and transparent director remuneration policy, with the Nomination and Remuneration Committee responsible for its review and screening. The remuneration will be at a level comparable to the same industry sector and sufficient to attract and retain qualified directors as required by the Company.
Regarding the determination of director remuneration for directors and sub-committee members, both monetary and non-monetary, the Board of Directors will consider based on the recommendations of the Nomination and Remuneration Committee. This will be benchmarked against the remuneration rates of directors in the same-level real estate business group, as well as the appropriateness to the scope of duties and responsibilities of directors and sub-committee members. The remuneration will be divided into 2 parts as follows:

1. Monetary remuneration
2. Other remuneration (for directors and executives who are also employees of the Company)

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. ANUWAT MAYTHEEWIBULWUT (Chairman of the board of directors, Independent director)			**350,000.00**		**0.00**
Board of Directors (Chairman of the board of directors)	200,000.00	0.00	200,000.00	No	
Audit Committee (Chairman of the audit committee)	110,000.00	0.00	110,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	20,000.00	0.00	20,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	20,000.00	0.00	20,000.00	No	
2. Mr. PASU LIPTAPANLOP (Director)			**175,000.00**		**0.00**
Board of Directors (Director)	160,000.00	0.00	160,000.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination and Remuneration Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
3. Ms. PROUDPUTH LIPTAPANLOP (Director)			**175,000.00**		**0.00**
Board of Directors (Director)	160,000.00	0.00	160,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
4. Ms. ANCHALEE BUNSONGSIKUL (Director, Independent director)			**215,000.00**		**0.00**
Board of Directors (Director)	135,000.00	0.00	135,000.00	No	
Audit Committee (Member of the audit committee)	65,000.00	0.00	65,000.00	No	
Risk Management Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
5. Mr. ANUCHA SIHANATKATHAKUL (Director)			**175,000.00**		**0.00**
Board of Directors (Director)	160,000.00	0.00	160,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
6. Mr. PUMIPAT SINACHAROEN (Director)			**175,000.00**		**0.00**
Board of Directors (Director)	160,000.00	0.00	160,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
7. Mr. DAN SORNMANI (Director, Independent director)			**195,000.00**		**0.00**
Board of Directors (Director)	130,000.00	0.00	130,000.00	No	
Audit Committee (Member of the audit committee)	65,000.00	0.00	65,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
8. Mr. PITAK PRUITTISARIKORN (Vice-chairman of the board of directors)			**135,000.00**		**0.00**
Board of Directors (Vice-chairman of the board of directors)	135,000.00	0.00	135,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
9. Mr. THANASAK CHANYAPOON (Director)			**100,000.00**		**0.00**
Board of Directors (Director)	100,000.00	0.00	100,000.00	No	
10. Mr. CHETAWAN ANUNTASOMBOON (Director, Independent director)			**100,000.00**		**0.00**
Board of Directors (Director)	100,000.00	0.00	100,000.00	No	
11. Police General SUTEP DECHRUGSA (Director, Independent director)			**100,000.00**		**0.00**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	100,000.00	0.00	100,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,540,000.00	0.00	1,540,000.00
2. Audit Committee	240,000.00	0.00	240,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Committee	65,000.00	0.00	65,000.00
5. Nomination and Remuneration Committee	50,000.00	0.00	50,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,180,000.00	1,205,000.00	1,895,000.00
Other monetary remuneration (Baht)	0.00	0.00	0.00
Total (Baht)	1,180,000.00	1,205,000.00	1,895,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year (Baht) : 0.00

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	:	Yes
Mechanism for overseeing subsidiaries and associated companies	:	Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	:	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The Company places great importance on overseeing and being responsible for the operations of its subsidiaries and associated companies to ensure that these investments and operations generate good returns and align with the Company's goals and vision. Therefore, having clear mechanisms for governing and controlling the operations of subsidiaries and associated companies is crucial for enhancing transparency and safeguarding the Company's long-term interests.

1. Investment in Subsidiaries and Associated Companies

The Company has a policy to invest in subsidiaries or associated companies that support the Company's business, as well as to invest in companies that align with the Company's goals, vision, and strategic growth plans, which will lead to increased performance or profits for the Company, or to invest in businesses that benefit the Company to enhance its competitive capabilities and enable the Company to achieve its goal of becoming a leading operator in its core business. Subsidiaries and/or associated companies may consider investing in other businesses if such businesses have growth potential, can be further developed, or are beneficial to the group's business, capable of generating good returns on investment. The Company will establish governance mechanisms to enable it to control, manage, and be responsible for the operations of its subsidiaries as if they were an integral part of the Company. This includes measures for monitoring management and establishing appropriate and sufficient internal control systems for subsidiaries to safeguard the Company's investment interests in accordance with prescribed criteria, which the Company believes will create mutual benefits, increase revenue channels, and enhance the Company's profitability. The investment proportion will be considered appropriate to the potential risks and the Company's financial status, with proper investment analysis conducted before deciding on various projects. Such investment decisions must be approved by the Board of Directors meeting or the Shareholders' meeting (as the case may be) and must comply with the relevant announcements of the Capital Market Supervisory Board and the Stock Exchange of Thailand. Furthermore, the Company will appoint qualified and experienced representatives to serve on the boards of such companies, at least in proportion to its shareholding, to set important policies and oversee the operations of the said subsidiaries and associated companies.

2. Operations of Subsidiaries

The Company has established policies for investment and oversight of subsidiary operations, with details as follows:

2.1 The Company will appoint individuals as its representatives to serve as directors in each subsidiary and/or associated company, in proportion to its shareholding in each company, to oversee that the subsidiaries and/or associated companies operate in compliance with laws, good corporate governance policies, and other policies of the Company. However, the appointment of the Company's representatives as directors in each subsidiary and/or associated company must be considered and approved by the Company's Board of Directors meeting, taking into account the suitability of each company.

2.2 If any transaction or operation by a subsidiary falls under the acquisition or disposal of assets as per the relevant notifications on asset acquisition or disposal, or related party transactions as per the relevant notifications on related party transactions, which would require the Company to seek approval from the Company's Board of Directors meeting and/or the Company's Shareholders' meeting, or approval from relevant legal authorities before entering into such a transaction, the subsidiary may only proceed with such transaction or operation after receiving approval from the Company's Board of Directors meeting and/or the Company's Shareholders' meeting and/or relevant authorities (as the case may be). Furthermore, if any transaction or event involving a subsidiary requires the Company to disclose information to the Stock Exchange of Thailand according to the prescribed criteria, the representative directors of such subsidiary are obliged to notify the Company's management in the event the subsidiary plans to enter into such a transaction or such an event occurs.

2.3 The directors and executives of each subsidiary shall have significant scope and responsibilities in accordance with relevant laws, such as reporting annual operating results to the Company, by applying the relevant announcements of the Capital Market Supervisory Board and the Stock Exchange of Thailand mutatis mutandis. This also includes disclosing their own interests and those of related persons to the Company's Board of Directors in relation to transactions with the Company and/or its subsidiaries that may give rise to conflicts of interest, and avoiding transactions that may create conflicts of interest.

2.4 The Company will establish necessary plans and actions to ensure that subsidiaries disclose information regarding their operating results and financial status. The Company will also monitor that subsidiaries have adequate and appropriate disclosure and control systems for their business operations. Furthermore, the Company will closely monitor the performance and operations of such subsidiaries and present analysis results, including opinions or recommendations, to the Company's Board of Directors and the boards of those subsidiaries or associated companies, for use in policy consideration or to improve and promote the continuous development and growth of the subsidiaries' businesses.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year	:	Yes

The company places great importance on preventing and managing conflicts of interest to ensure that its operations adhere to good corporate governance standards and to safeguard the interests of the company and all stakeholders. Therefore, having policies and guidelines to prevent conflicts of interest is a priority for the company's management and must be strictly implemented in all activities related to the company's operations.

1. Conflict of Interest Prevention Policy

The company has established a comprehensive conflict of interest prevention policy covering all activities related to its operations, with clear guidelines set forth to ensure that all relevant parties can act correctly and appropriately. The company is committed to avoiding any actions that may lead to conflicts of interest, which could affect the company's interests or result in personal and/or cronyistic gain.

2. Compliance with the Conflict of Interest Prevention Policy
The company places utmost importance on preventing conflicts of interest in all operations. Adherence to the conflict of interest prevention policy must be strictly followed according to the company's established guidelines to ensure clarity and practical implementation. Any actions that may lead to conflicts of interest must be fully avoided. Directors, executives, and employees at all levels of the company must act with caution and responsibility to prevent any adverse impact on the company's or shareholders' interests. Particularly in cases involving transactions or actions that may relate to conflicts of interest, the company will comply with the rules and regulations of relevant regulatory bodies. The Audit Committee will consider and approve items that may involve conflicts of interest, and if an item has significant value or impact, it must be approved by the Board of Directors and disclosed to shareholders to ensure that all decisions are transparent and fair.
3. Roles of Directors, Executives, and Employees
All directors, executives, and employees of the company must strictly adhere to the conflict of interest prevention policy. They must not engage in any actions that could affect the company and must perform their duties with caution in all circumstances to avoid seeking personal gain from activities that may conflict with the company's interests.
4. Monitoring and Tracking
The company will monitor and track the compliance of directors, executives, and employees at all levels to ensure strict adherence to the conflict of interest prevention policy. If any actions are found to be contrary to the company's interests or if potential conflicts of interest arise, the company will take appropriate measures to prevent adverse effects on the company.
5. Awareness Building and Training
The company will disseminate and provide knowledge about the conflict of interest prevention policy to directors, executives, and employees at all levels to ensure everyone understands the requirements and can comply correctly. Additionally, training will be provided to educate everyone on appropriate practices for avoiding conflicts of interest during work.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes inside information to seek benefits over the past year

Preventing the use of inside information for personal gain is crucial for maintaining good corporate governance standards and protecting shareholders' interests, as well as ensuring transparency in the stock market. The company has established strict guidelines to prevent and manage the use of inside information, with various measures to ensure that directors, executives, and employees at all levels comply with regulations and maintain fairness in all transactions, as follows:

1. Education and Reporting of Securities Holdings: The company educates directors and executives regarding their duty to report their own securities holdings, including those of their spouses or cohabiting partners, minor children, and legal entities in which directors and executives have an interest. Such reports must be submitted to the Securities and Exchange Commission (SEC) in accordance with Section 59 and the penalties stipulated in Section 275 of the Securities and Exchange Act B.E. 2535 (1992) (including any amendments), as well as reporting the acquisition or disposal of securities under Section 246 and the penalties stipulated in Section 298 of the same Act.
2. Disclosure of Securities Holdings and Share Trading: Directors and executives of the company, including their spouses or cohabiting partners, minor children, and legal entities in which directors and executives have an interest, must disclose reports on securities holdings and changes in securities holdings to the Securities and Exchange Commission (SEC) in accordance with prescribed legal standards.
3. Prohibition of Securities Trading during periods with inside information (Blackout Period): Directors, executives, employees, and staff of the company, including individuals who have received inside information that may affect securities prices, must refrain from trading the company's securities for 1 month before such information is disclosed to the public. Furthermore, for 24 hours after the information has been publicly disclosed, individuals involved with such information must not disclose it to others until it has been reported to the Stock Exchange of Thailand.
4. Prohibition of Disclosing Company Inside Information: Directors, executives, and employees of the company are prohibited from disclosing inside information or using their positions to seek benefits from inside information that has not yet been disclosed to the public. This is to prevent the use of inside information for personal gain or the benefit of others.
5. Use of Inside Information for Personal Gain: The company prohibits directors, executives, employees, and related persons from using inside information for personal gain or the benefit of others, unless such information is required to be disclosed by law. This is to prevent the inappropriate use of inside information.
6. Control and Prevention of External Access to Information: The company has implemented measures to control and prevent external access to company information by assigning data access rights to employees at each level according to their duties and responsibilities, in order to maintain the confidentiality and security of internal information.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	Yes
Form of operations in anti-corruption	:	The participation in anti-corruption projects, The monitoring of the evaluation of compliance with the anti-corruption policy

The company has a serious approach to anti-corruption by establishing comprehensive and clear operational frameworks to ensure that all practices comply with internationally recognized anti-corruption standards. The company has established anti-corruption operational guidelines that emphasize transparent and effective practices, which include continuous review of the suitability of anti-corruption measures, participation in various anti-corruption related projects, and assessment and identification of potential corruption risks at all levels of the organization.
In its anti-corruption efforts, the company prioritizes continuous communication and training for employees regarding anti-corruption policies and practices to ensure that all employees understand and can correctly adhere to these policies, as well as monitoring and evaluating compliance with these policies to ensure the organization operates effectively.
The company has also mandated that the Audit Committee or auditors review the completeness and adequacy of anti-corruption operational processes to ensure there are no operational loopholes that could lead to corruption.
In December 2025, the company was officially certified as a member of the Collective Action Coalition Against Corruption (CAC) to demonstrate its commitment to combating corruption and concretely promoting anti-corruption efforts in the private sector.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year	:	Yes

The company places great importance on listening to opinions, complaints, and reports concerning corruption to maintain good corporate governance standards and prevent potential misconduct within the organization. This is achieved by having a clear and transparent Whistle Blowing Policy, which provides a channel for stakeholders to conveniently and safely report legal violations or breaches of the company's code of conduct.
The company has strictly defined measures for whistleblower protection. Whistleblowers can be confident that the information reported will be kept fully confidential to protect their rights and safety from retaliation or any actions that may constitute corruption or revenge from individuals involved in the wrongdoing. Stakeholders can report information through various channels provided by the company, including email at cg@proudrealestate.co.th or by sending a registered letter to the Audit Committee or the Company Secretary, to ensure that reports are formal and transparently investigated. If whistleblowers choose not to disclose their identity, they may do so, but disclosing one's identity will enable the company to conduct investigations and report progress more efficiently and quickly.
The establishment of this whistleblower channel is one of the important measures to promote transparency and fair operations within the company. This will help build confidence among all stakeholders that the company is committed to combating corruption and various wrongdoings, without neglecting or concealing any misconduct within the organization. This is a crucial part of strengthening good corporate governance and enabling the company to operate sustainably and transparently.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ANUWAT MAYTHEEWIBULWUT (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2 Ms. ANCHALEE BUNSONGSIKUL (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. DAN SORNMANI (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of the audit committee

In 2025, the Audit Committee's key operational results can be summarized as follows:

1. Reviewed the company's quarterly and annual financial reports and consolidated financial statements by meeting with external auditors and internal auditors, as well as listening to explanations from management. The Audit Committee concurred with the external auditors that the company's financial reports are accurate and reliable in all material respects, in accordance with generally accepted accounting standards in Thailand, and that sufficient and timely information disclosure has been made. Observations were also provided on matters beneficial to the company regarding appropriate disclosure of information as necessary.
2. Reviewed the effectiveness of the internal control system and emphasized good corporate governance, risk management, and internal control by promoting a culture of strong internal control within the organization. The Committee also reviewed the results of the assessment of the efficiency and effectiveness of the internal control system, as conducted by the audit unit in accordance with international standards for various operational processes within the group of companies every quarter. The Audit Committee provided additional beneficial recommendations to improve the company's operational efficiency and effectiveness. Management was continuously monitored to implement improvements and corrections based on these recommendations, and operations have been continuously improved to align with and suit the current business environment.
3. Reviewed the company's compliance with securities and exchange laws, stock exchange regulations, or laws related to the company's business operations, and established systems.

4. Reviewed the annual internal audit plan, which included the scope of audit based on the existing risks and controls of the company's internal processes, past audit results, and information from the company's risk assessment outcomes. Interviewed management regarding their needs or concerns, provided recommendations, and monitored corrective actions on significant issues to ensure good governance and adequate internal controls.
5. Considered related party transactions or transactions that may involve conflicts of interest within the group of companies to comply with laws and stock exchange regulations, taking into account reasonableness, maximum benefit to the company, and approval by authorized persons who are not interested parties. The company has policies regarding the prevention of conflicts of interest and subsidiary management policies.
6. Considered the terms of engagement for auditors for the selection and proposal of appointment of auditors, including the remuneration of auditors for the group of companies for the year 2025. The qualifications of the auditors were reviewed and found to be correct and complete. Therefore, a resolution was passed to propose it to the Board of Directors for approval, and then to seek approval from the Annual General Meeting of Shareholders for the year 2025. The Audit Committee also considered the nature of other services provided by the audit firm, beyond audit work, that were engaged by departments within the company or its subsidiaries, and concluded that such services do not affect the independence of the auditors in performing their audit of the company's financial reports.
7. Evaluated annual performance using a self-assessment form based on good corporate governance principles. The results were reported to the Board of Directors for acknowledgment. The self-assessment results were rated as very good. Additionally, the Audit Committee reviewed and revised the Audit Committee Charter to align with changing circumstances, to ensure that the past year's operations were fully compliant with assigned duties and consistent with the best practices of the Stock Exchange of Thailand, and proposed it to the Board of Directors' meeting for further approval.

In summary, the Audit Committee has fully performed its duties as stipulated in the Audit Committee Charter approved by the Board of Directors, which is in line with the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Committee also concurred with the external auditors' opinion that the company's financial reports are accurate in all material respects, in accordance with generally accepted accounting standards in Thailand. Furthermore, the company has established appropriate and effective internal control and internal audit systems and has strictly complied with relevant laws, rules, and regulations. Throughout the operations in 2025, no significant issues or deficiencies were found, and operations have been continuously improved to align with and suit the current business environment.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 14

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PITAK PRUITTISARIKORN (The chairman of the executive committee)	14	/	14	14/14 (100.00%)
2 Mr. PASU LIPTAPANLOP (Vice-chairman of the executive committee)	14	/	14	14/14 (100.00%)
3 Ms. PROUDPUTH LIPTAPANLOP (Member of the executive committee)	14	/	14	14/14 (100.00%)
4 Mr. PUMIPAT SINACHAROEN (Member of the executive committee)	14	/	14	14/14 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Executive Committee

In 2025, the company's Executive Committee fully performed its roles and duties to ensure that the company's operations aligned with its established goals, strategies, and policies. The Executive Committee efficiently carried out the tasks assigned by the Board of Directors and conducted thorough reviews at every stage to ensure the stability and sustainability of the business operations.

1. Policy and Operational Plan Formulation
   In 2025, the Executive Committee collaboratively formulated clear policies, goals, strategies, and operational plans. These were presented to the Board of Directors for consideration and approval of the 2025 annual budget, as well as for the acquisition of land for future real estate development projects. Decisions on these matters were presented after careful consideration and through transparent processes.
2. Control and Oversight of Business Operations
   The Executive Committee oversaw the business operations of the group of companies to ensure compliance with the policies, goals, and strategies approved by the Board of Directors, including the efficient execution of operational plans and the annual budget. The Executive Committee also provided management consultation and advice to senior executives, taking into account the evolving business environment at different times.
3. Monitoring Key Projects and Investments
   The Board of Directors assigned the Executive Committee to monitor the progress of the company's key construction projects and to scrutinize investment criteria. This involved reviewing the overall investment budget and tracking significant investment projects to ensure that the company's investments proceeded according to established objectives.

The Executive Committee performed its duties as assigned by the Board of Directors and in accordance with the charter, exercising prudence and diligence. Its primary focus was on the best interests of the company and its shareholders. Furthermore, the Executive Committee emphasized strict compliance with relevant laws and regulations to ensure the long-term stability and sustainability of the business. The work undertaken in 2025 reflected operations conducted in accordance with good governance principles and corporate oversight.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ANUWAT MAYTHEEWIBULWUT (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Ms. ANCHALEE BUNSONGSIKUL (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
3 Mr. DAN SORNMANI (Member of the subcommittee, Independent director)	0	/	1	0/1 (0.00%)
4 Ms. PROUDPUTH LIPTAPANLOP (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Mr. PUMIPAT SINACHAROEN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				**(80.00%)**

The results of duty performance of Risk Management Committee

In 2025, the Company's Risk Management Committee fully performed its duties, responsible for establishing the Company's risk policies and management, to ensure the Company's business operates efficiently and to mitigate the impact of potential risks. The key performance outcomes of the Risk Management Committee in 2025 can be summarized as follows:

1. Reviewed and approved the revision of the organizational risk management policy to ensure its effectiveness and adequacy, in line with changing circumstances, which is part of the Company's business strategy and operational plan. Additionally, provided further recommendations to enhance risk management efficiency, covering strategic, operational, financial, compliance, social and environmental aspects, including the management of emerging risks. Monitoring and managing various risk issues and the adequacy of the risk management system were also key priorities for the Risk Management Committee.
2. Considered and approved the organizational risk management framework and acceptable risk levels to be appropriate and consistent with the Company's strategic direction and business plan.
3. Reported significant risk management results, covering strategic, operational, financial, compliance, social and environmental risks, and emerging risks, including approaches to prevent such risks, for the Board of Directors' acknowledgment.
4. Continuously promoted the establishment of an organizational risk management culture by supporting knowledge dissemination to executives and employees at all levels.

In 2025, the Risk Management Committee evaluated its own performance, both as a committee and individually, in accordance with the guidelines of the Stock Exchange of Thailand. The evaluation results indicated that the Risk Management Committee fully complied with the duties and responsibilities stipulated in its charter and worked closely with the Board of Directors to support the Company's sustainable growth through appropriate and adequate risk management.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 1

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ANUWAT MAYTHEEWIBULWUT (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. ANUCHA SIHANATKATHAKUL (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Mr. PASU LIPTAPANLOP (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee fully performed its duties. Key activities can be summarized as follows:

1. Director Nomination
   The Nomination and Remuneration Committee considered and nominated individuals with appropriate qualifications and experience in accordance with the criteria and processes stipulated by regulatory bodies. This was referenced from the Board Skill Matrix to select suitable directors for positions that become vacant due to term expiration or other reasons, including the selection of company directors to serve on sub-committees, and presented the list of names to the Board of Directors for consideration. The company provided an opportunity for individuals to propose names for nomination as company directors between October 4, 2024, and January 31, 2025. However, no nominations were submitted during this period. Therefore, the Nomination and Remuneration Committee proposed to the Board of Directors for approval the re-election of directors whose terms were expiring for another term, namely Mr. Dan Sornmanee, Ms. Prawput Liptapanlop, and Mr. Phumipat Sinacharern.
2. Consideration of Director Remuneration
   The Committee considered the remuneration of the company's directors, referencing data from the director remuneration survey by the Thai Institute of Directors (IOD) and comparable businesses, to ensure that the proposed remuneration is appropriate, consistent with performance, and capable of attracting and retaining qualified directors within the company. The Committee approved the determination of director remuneration for 2025, proposing an increase in the remuneration rate from the previous year, which was considered based on appropriateness and alignment with the scope of responsibilities, the company's performance, and the general conditions of the market and the same industry group. The proposal will be submitted to the Shareholders' Meeting for further consideration and approval.

3. Setting and Monitoring Corporate KPIs

   The Board of Directors has established performance evaluation criteria (Corporate KPIs) for the company and continuously monitors operations against these criteria, providing recommendations and guidelines for improving operational efficiency and to ensure that operations achieve the stated objectives and goals. The evaluation results were presented to the Board of Directors for consideration and approval.
4. Performance Evaluation of the Chief Executive Officer

   The Nomination and Remuneration Committee considered and established performance evaluation criteria for the Chief Executive Officer (CEO) and presented them to the Board of Directors for consideration and approval. This also included monitoring and reporting on performance against these criteria, which will serve as data for considering the payment of wages, remuneration, and bonuses to the CEO.
5. Consideration of Employee Wage and Bonus Criteria

   The Nomination and Remuneration Committee considered the criteria for paying wages, remuneration, and bonuses to employees within the group of companies to ensure they are appropriate, consistent with performance, and competitive, thereby motivating employees to strive towards achieving their goals. The criteria were benchmarked against comparable companies in similar businesses.
6. Evaluate the performance of the Nomination and Remuneration Committee to serve as information for developing more efficient and effective performance of duties.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy	:	Yes

Proud Real Estate Public Company Limited aims to operate a luxury real estate development business under the concept of sustainably enhancing the quality of living, by integrating lifestyle innovations that meet high-quality living needs with harmonious coexistence with nature and the environment, while creating long-term value for all stakeholders throughout the value chain.

The Company conducts its business under both short-term and long-term growth strategies, adhering to principles of good corporate governance, transparency, and appropriate risk management, alongside considering stakeholders, human rights, personal data protection, safety, occupational health, and the environment, including responsible management of environmental impacts and climate change. The Company aims to operate in compliance with relevant laws, regulations, and international sustainability principles to support stable and sustainable long-term business growth.

Sustainability management goals

Does the company set sustainability management goals	:	Yes

Economic and Governance Dimension

The Company focuses on developing good operations that are transparent and reliable, free from corruption at all levels and stages of the operational process, foster sustainable business growth, and create positive impacts for all stakeholders comprehensively and equitably.

Environmental Dimension

Promote environmentally friendly construction in accordance with green building standards, reduce energy and natural resource consumption, manage waste efficiently, utilize renewable materials and energy to reduce greenhouse gas emissions, and control environmental impacts at every stage.

Social Dimension

The Company aims to enhance the quality of life in communities, support diversity and equality in the workplace, provide good welfare for employees, focus on safety and health, as well as create opportunities for skill development and career advancement.

For the year 2025, the Company has identified a total of 5 material sustainability issues, covering 3 dimensions, which align with a total of 14 United Nations Sustainable Development Goals (UN SDGs), as follows:

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 1 No Poverty, Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 5 Gender Equality, Goal 7 Affordable and Clean Energy, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 9 Industry, Innovation and

Infrastructure, Goal 10 Reduce Inequalities, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year	:	Yes
Has the company changed and developed the policy and/or goals of sustainable management over the past year	:	No

Information on impacts on stakeholder management in business value chain

Business value chain

The company's business operations, from upstream to downstream, are interconnected with various stakeholder groups, encompassing key activities essential for value chain management in every process, from land acquisition, project design and development, construction, sales, and delivery, to after-sales service. The focus is on conducting business efficiently, transparently, and with consideration for the benefits of all stakeholders. This approach not only enhances the company's competitive potential but also creates added value for customers, partners, employees, and communities, fostering sustainable shared growth in the long term. Details are as follows:

1. Land Acquisition and Project Feasibility Analysis
    - Defining areas for studying and analyzing project development feasibility, based on product definition and legal requirements, such as verifying land ownership legality, assessing supply and demand in the area according to sales price ranges, evaluating development potential, and establishing operational plans, etc.
    - Defining target customer groups and competitor analysis
    - Feasibility study for project development (considering location, price, varying by horizontal and vertical development types)
    - Risk analysis and key legal and regulatory issues
    - Land acquisition considering social and environmental impacts
2. Project Design and Development Preparation
    - Selecting designers for architectural, structural, and system works, and engaging specialists appropriate for each project, such as soundproofing levels, based on the land's context.

- Designing project concepts and developing plans for various purposes according to the PROUD Principle, such as room size, functions, wind direction, views, analyzed by customer groups, considering the environmental context of the land, materials compared to competitors, laws, facilities, environmentally friendly project design, and responsiveness to customer needs.
- Selection of project materials: Quality Control Department oversees overall project cost estimation based on the budget received from the Business Development Department / material quality compared to competitors.
- Obtaining permits from relevant authorities: for EIA approval / community consultation and construction permits
- Calculation of common area fees
- Creation of models and perspective sales media for coordination with the marketing department
- Preparation of contract addendums for sales (in collaboration with sales and legal departments)

3. Sales Planning and Marketing Activities
   - Market demand survey, including customers and competitors, both before and during the process
   - Strategy formulation
   - Sales Plan and Marketing Activities (Marketing Mix 7
   - Product improvement based on market demand
   - Design and construction of sales offices, show houses, or show units (during sales, designs are adjusted according to customer needs, with flexibility based on market demand, derived from building show units)
   - Setting sales targets (with product and service adjustments based on market demand)
   - Selection of sales tools and marketing communication channels
   - Appropriate pricing
   - Sales team training
   - Continuously linking market data and customer needs with product design and development plans
   - Defining marketing plans for existing and new customers (Visitors/Customers/Residents), repeat purchases, and satisfaction (level of engagement)
4. Construction and Project Management
   - Planning and managing construction work in alignment with business plans, sales targets, and title transfers
   - Selecting, managing, and providing opportunities for contractors and construction supervisors to propose approaches regarding materials, technology, and construction methods to enhance efficiency, control costs, and optimize operational timelines.
   - Construction of common utilities and houses or condominiums according to specified designs and standards
   - Controlling, inspecting, and ensuring the quality of construction work, as well as continuously monitoring project progress and costs
   - Managing environmental, safety, and occupational health aspects in the construction process
5. Delivery of Houses and Condominium Units to Customers
   - Facilitating loan applications with banks for customers and preparing documents related to title transfer
   - Inspection and handover of houses/condominium units, and rectification of work to meet customer expectations.
   - Title transfer, with a power of attorney service for processing title transfers at the land office, eliminating the need for customers to attend in person.
6. After-Sales Service and Building Management
   - Quality assurance for houses/condominium units and facilitating customer repair requests and after-sales services
   - Residential management, such as well-being and various privileges, is designed from the project's inception, tailored for residents, and then transferred to a subsidiary company responsible for project management.
   - Customer relationship management, such as organizing various residential activities, health and well-being services, or repeat purchases, to create benefits for residents, etc.
   - Management of juristic person affairs prior to the establishment of the committee
   - Establishment of a juristic person for residential building management (occurs after title transfer) as required by law
   - Juristic person management, such as maintenance, cleanliness, and safety

- Management of waste from residents' consumption, such as preparing facilities for waste separation and composting, integrated from the residential design phase. For after-sales services, preparations include services like using compost for garden care.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Employees	- Clear understanding of the company's business direction and performance - Progress and development of work potential - Fair human resource management aligned with organizational strategy - Good and safe working environment and atmosphere - Listening to opinions and participation in organizational development - Appropriate welfare and quality of life	- Communicate business direction, operational results, and organizational policies to employees regularly. - Evaluate performance (KPIs) and plan individual employee potential development. - Define human resource strategic plans in alignment with the organization's business strategy. - Organize training on business ethics, anti-corruption, and work skill development. - Promote experience sharing, cross-functional collaboration, and teamwork within the organization. - Manage and develop welfare benefits, focusing on employee well-being, safety, and health.	• Online Communication • Internal Meeting • Employee Engagement Survey • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			

• Investors or investment institutions
• Shareholders
	Stable, transparent performance with a clear growth direction Sustainable long-term growth of the business and organization Good corporate governance, adhering to principles of ethics and responsibility Efficient and prudent risk management Environmentally conscious operations and climate change mitigation, such as waste management and greenhouse gas emission reduction	Develop new businesses and opportunities that generate continuous and sustainable revenue. Communicate operational results transparently, while strictly adhering to relevant laws and regulations. Communicate and build relationships with investors and shareholders continuously and consistently. Initiate systematic management of ESG risks.	• Online Communication
			• Annual General Meeting (AGM)
			• Complaint Reception
			• Others
			  • One Report
			  • Sustainability Report

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Customers • Residents	Provision of high-quality housing and services that meet the needs of target customers. Maintenance of common areas and effective community management. Excellent after-sales service, comfort, and a positive residential experience.	- Enhance the capabilities of after-sales service and legal teams to provide comprehensive services to customers in all aspects. - Comply with policies and practices regarding personal data protection and cybersecurity, and develop data and cybersecurity systems, including personal data and customer privacy, to further enhance customer confidence. - Gather feedback to involve customers and residents in decision-making and improve the quality of products and services.	• Social Event • Online Communication • Annual General Meeting (AGM) • Complaint Reception • Satisfaction Survey
• Suppliers • Contractors	Transparent and fair procurement process Clear contract terms and scope of work Efficient coordination	- Conduct procurement in accordance with good governance principles- Clearly define Terms of Reference (TOR) and contracts- Manage payments according to contractual terms- Appoint a project coordinator and continuously monitor progress	• Visit • External Meeting • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Community	- Compliance with environmental laws - Listening to the community and maintaining regular communication with the community - Improvements and developments resulting from stakeholder engagement - Issues arising within the community	- Strictly comply with environmental laws, regulations, and procedures. - Promote and organize activities to improve the quality of life and well-being of communities in the project vicinity. - Respond to expectations and issues by improving existing facilities and developing new facilities as required by the community.	• Social Event • Complaint Reception
• Competitors	Fair and lawful competition, Communication of factual information	- Conduct business ethically- Provide and disclose accurate and factual information	• Online Communication • Others • Market Survey or Project Visit
• Creditor	- Loan repayments are received on schedule. - The company is credible and capable of making timely payments. - The cash flow of the affiliated companies has a clear financial plan, ensuring continuous operations.	- Disclose accurate and complete financial information - Plan for timely repayment of principal and interest on bank/affiliated company loans	• Online Communication • Internal Meeting • External Meeting

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Government agencies and Regulators	- Manage and reduce social and environmental impacts arising from business operations systematically and responsibly. - Foster understanding and comply strictly with relevant legal processes and requirements.	- Strictly comply with relevant laws, regulations, and rules. - Support and cooperate with relevant government projects. - Disclose information and prepare reports transparently in accordance with relevant requirements and regulations.	• Online Communication • External Meeting • Complaint Reception
• Business partners	- Collaboration in delivering quality products and services-Opportunities arise for developing new innovations through the expertise and cooperation of all parties	Planning the development of cooperation in line with objectives and for the benefit of all parties. Seeking new partners to meet business needs.	• External Meeting

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Media • Others • Blogger	- Disseminate news for timely public relations use and to receive transparent information. - The company communicates about various interesting company events, which can be used to produce content for various media. - Gain credibility and widespread recognition by being a news agency or KOLs that consistently updates new content.	Establishing information awareness and communicating what the organization intends to publicize with accurate, clear content and appropriate, transparent methods. Continuous monitoring of news developments and planning for potential situations to manage information risks that could negatively impact the company. Planning for relationship building and engagement with media groups and bloggers.	• Press Release • Online Communication

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

Over the past year, the company has reviewed its sustainability materiality topics : No

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
"Environmentally Sustainable Construction Management"	• Environmental Management Standards Policy and Compliance • Energy Management • Biodiversity Management

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Proud Real Estate Public Company Limited (the Company) and its subsidiaries recognize the importance of Enterprise Risk Management (ERM) in supporting business operations to achieve strategic objectives and mitigating the impact of potential risk factors arising from both internal and external business operations.
The real estate development business involves various risk factors, such as the overall national economic conditions, industry competition levels, demographic changes, climate change, and changes in laws and regulations related to the real estate business. Therefore, the company emphasizes establishing an efficient risk management system that aligns with international best practices.

The company adopts the COSO Enterprise Risk Management Framework as a guideline for establishing its organizational risk management policies, processes, and governance mechanisms, covering various risk areas, including:

- Strategic Risk
- Operational Risk
- Financial Risk
- Compliance Risk

The company regularly reviews and assesses organizational risks to ensure that risk management measures can be adapted to changing business environments and to ensure that the company's operations comply with relevant laws and regulations, as well as good corporate governance principles.

Structure of the Risk Management Committee

The company has established a risk governance structure through the Risk Management Committee, which comprises company directors, independent directors, executive directors, and senior management. The Chairman of the Risk Management Committee, possessing knowledge and experience in the company's business, is responsible for overseeing that the organization's risk management operations adhere to the established framework and align with the vision.
Company Mission and Strategy
The company has established a Risk Management Working Group, comprising heads of various departments, to support the operations of the Risk Management Committee. Its responsibilities include defining risk management guidelines, monitoring operations, providing advice to various departments, and promoting the development of risk management knowledge and skills among personnel to ensure organizational risk control is at an acceptable level and to foster a sustainable risk management culture. The company implements risk management based on the Three Lines of Defense model, which includes:

1. Risk Owners, who are responsible for identifying, assessing, and controlling risks in their operational processes.
2. The Risk Management Function is responsible for setting policies, supporting, monitoring, and reporting results to the Risk Management Committee.
3. The Internal Audit Department is responsible for assessing the suitability of the risk management system and internal controls, working in conjunction with the Audit Committee.

This structure ensures that the company's risk management is comprehensive, transparent, and effective, aligning with its objectives.
strategic, and build confidence for all stakeholders.

Risk Management Policy

The company has established a risk management policy to serve as a systematic guideline for organizational risk management, with the objectives of:

1. Support business operations to achieve the organization's strategic objectives.
2. Mitigate the impact of risks that may affect the company's performance.
3. Promote business decisions based on appropriate risk assessment.
4. Foster a risk management culture at all organizational levels.

The company has established a systematic risk management process, comprising key stages, namely:
1. Risk Identification
2. Risk Assessment
3. Risk Mitigation
4. Risk Monitoring and Reporting

The company has defined its Risk Appetite to serve as a framework for business decision-making. Risks exceeding the defined acceptable level must be addressed with appropriate control or mitigation measures.

Risk Governance Structure

The company has established an organizational risk governance structure to ensure clear and efficient risk management, with the roles and responsibilities of relevant departments as follows:
- Board of Directors

Oversee the overall organizational risk management system and consider the company's risk management policies and frameworks.
- Risk Management Committee

Define the risk management policy framework, continuously monitor and assess organizational risks, and report to the Board of Directors.
- Senior Management

Responsible for implementing risk management policies and frameworks, as well as overseeing various departments to ensure risk management is conducted according to established guidelines.
- Risk Owners

Responsible for identifying, assessing, and managing risks arising from the unit's operations.
- Internal Audit Department

Responsible for assessing the suitability and effectiveness of internal control systems and risk management processes.

Organizational Risk Management Process

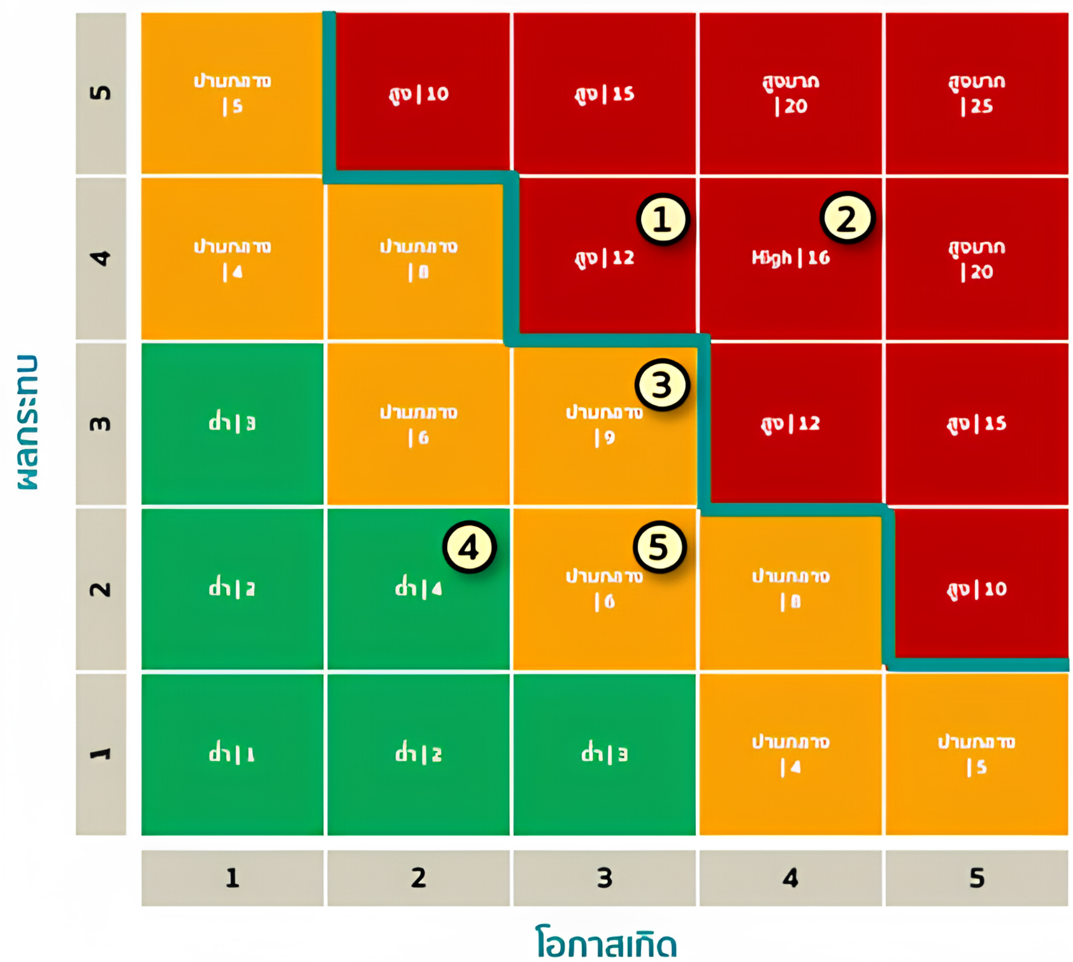
The company has established a systematic organizational risk management process, comprising the following key steps:
1. Risk Identification: Identify potential risks arising from business operations.
2. Risk Assessment: Evaluate the likelihood and impact of risks.
3. Risk Mitigation: Define control and risk management measures.
4. Risk Monitoring and Reporting: Continuously monitor and report on risk management performance.

Risk Register and Risk Heatmap

The company maintains a Risk Register to collect and record critical organizational risk information, detailing the risks, likelihood, impact, responsible parties, and systematic risk management approaches. Data from the Risk Register is used to assess risk levels based on Likelihood and Impact, and a Risk Heatmap is developed to provide an overview of risk levels and management priorities. The details of risks to the company's business operations are as follows:

Risk Code	Risk Issues	Responsible Unit (Risk Owner)	Risk Monitoring Indicators
R1	Competition Risk In the real estate development business	Business Development Department and Marketing Department	Project Sales Rate and Market Share
R2	Risk from economic fluctuations affecting sales and project ownership transfers.	Chief Executive Officer and Corporate Strategy Department	Presales Value and Transfer Value
R3	Risk from Changes Aging Society	Corporate Strategy Department and Product Development Department	Product Mix and Market Demand Trend
R4	Climate Change Risk	Project Development Department and Sustainability Department	Energy Consumption
R5	Risk from the issuance of new regulations, rules, or laws related to the real estate business.	Legal Department and Regulatory Affairs Department	Number of non-compliance incidents with laws or regulations (Compliance Incidents)

Risk Heatmap



Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Competitive Risks in Real Estate Development Business

Related risk factors : Strategic Risk
- Competition risk

ESG risk factors : No

Risk characteristics

The real estate development business in Thailand faces relatively high competition from both major developers listed on the stock exchange and other operators in the market. Competition occurs in several aspects, such as project location, project style and design, price, project amenities, as well as marketing and sales promotion strategies. Furthermore, some developers may employ pricing strategies, offer discounts, or organize promotional activities to stimulate sales during periods of intense market competition, which could lead to an increased level of competition within the industry.

Risk-related consequences

Increased competition may compel the company to adjust its pricing and marketing strategies to maintain competitiveness, which could result in
affecting the project's profit margin, as well as the company's ability to sell projects at certain times. If the company fails to develop projects that adequately meet market demand, it may impact the company's operational performance and long-term competitiveness.

Risk management measures

The company prioritizes continuous study and analysis of market trends and consumer behavior to utilize this information for project development planning. This also includes emphasizing the selection of potential locations and developing projects suitable for target customer groups. Furthermore, the company regularly monitors market competition to adjust business strategies appropriately in response to changing market conditions.

Risk 2 Risks from economic fluctuations affect sales and project ownership transfers.

Related risk factors : Strategic Risk
- Volatility in the industry in which the company operates
- Economic risk

ESG risk factors : No

Risk characteristics

Real estate development businesses are associated with the overall economic conditions of the country, interest rates, household debt levels, and the lending policies of financial institutions. These factors may affect consumers' purchasing power and their decisions to purchase residential properties.

Risk-related consequences

During an economic slowdown or when financial institutions are stringent in approving loans, consumers may delay their decision to purchase residential properties or may be unable to obtain loans for residential property purchases. This results in a decrease in project sales and ownership transfers, which could impact revenue, cash flow, and the company's business operational plans.

Risk management measures

The company continuously monitors economic conditions and market trends to inform project development planning, as well as diversifying project types and locations to cater to a wide range of customer segments. Furthermore, the company manages costs and cash flow in a suitable manner to accommodate economic fluctuations.

Risk 3 Risks from the transition to an aging society

Related risk factors : Strategic Risk
- Behavior or needs of customers / consumers

ESG risk factors : Yes

Risk characteristics

Thailand is trending towards an aging society, which may lead to changes in consumer housing demand patterns, such as
Demand for housing appropriately sized for small families, or housing that accommodates the lifestyle of the elderly.

Risk-related consequences

Such changes may lead to a decrease in demand for certain types of residential properties or a shift from previous trends. If the company is unable to adapt its project development models to align with market trends, it could affect the company's competitiveness and long-term business opportunities.

Risk management measures

The company continuously monitors demographic trends and consumer behavior to utilize such information for planning future project development and adapting product formats to suit evolving market demands.

Risk 4 Risk from Climate Change

Related risk factors : Strategic Risk
- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Climate change and natural disasters, such as floods, storms, or rising temperatures, may affect the development and operation of real estate projects, and could also lead to the establishment of stricter environmental standards.

Risk-related consequences

Such risks may result in increased project development and maintenance costs, as well as potential damage to the project's infrastructure in certain areas. Furthermore, changes in environmental regulations may impact future project development processes.

Risk management measures

The company prioritizes the design and development of projects with consideration for energy and environmental efficiency, as well as monitoring trends.
relevant environmental laws and standards, in order to adapt and manage risks appropriately.

Risk 5 Risks from the issuance of new regulations, rules, or laws related to the real estate business.

Related risk factors : <u>Strategic Risk</u>
- Government policy

ESG risk factors : Yes

Risk characteristics

Real estate development projects must comply with relevant laws and regulations, such as urban planning laws and building control laws.
and environmental regulations, which may change according to government policies.

Risk-related consequences

Changes in such laws or regulations may result in increased project costs or cause delays in the permitting process and project development, which could impact the company's business plan and operational performance.

Risk management measures

The company closely monitors changes in laws and government policies, coordinates with relevant agencies, and utilizes legal advisors to ensure that its operations comply with applicable laws and regulations.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Proud Real Estate Public Company Limited has implemented information technology to enhance the operational efficiency of its departments and to provide more convenient services. Simultaneously, information technology systems may be damaged by attacks, computer viruses, personnel, power outages, fires, epidemics, or various internal and external factors that could cause damage to information technology systems and impact the organization's operations. Therefore, to prevent and resolve these issues, it is necessary to have an emergency response plan for potential incidents affecting information technology systems.

Reference link to business continuity plan (BCP) : https://investor.proudrealestate.co.th/th/sustainability/sustainable-corporate-governance

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management policy and guidelines	:	Yes
Link for companys sustainable supply chain management policy and guidelines	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management plan	:	No

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers?	:	No

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct	:	Yes
Reference link to supplier code of conduct	:	https://www.proudrealestate.co.th/sustainability/corporate-governance/

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct?	:	No

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Companys research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	1.24	0.91

Additional explanation for research and development (R&D) expenses over the past 3 years

In 2025, the company allocated a budget of 0.91 million baht for studying several important projects, such as developing preliminary designs to assess the feasibility of land in Bangkok, Phuket, and Hua Hin, and for a research report on the residential market situation in Bangkok. This is to understand trends, demands, and investor groups in the real estate market. These initiatives will effectively enhance the company's competitiveness and address customer needs.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture : Yes

The company has the Proud Research and Development Center, which serves as a knowledge hub for the company's real estate development and a central point for research and development to support the creation of new innovations, thereby enhancing the organization's competitiveness and sustainable growth.

1. Develop Innovation Management Guidelines and Methods

The company will develop clear structured guidelines and methods for innovation management, particularly in creating and developing new real estate projects, as well as improving existing ones, to meet customer needs.
effectively, which will include studying market trends and analyzing customer data to create products that meet demand.

2. Resource and Budget Allocation

The company will allocate appropriate resources and budget for real estate innovation projects, particularly in research and development (R&D), to explore the feasibility of creating new products that meet customer needs and to promote the use of modern technology in construction and project management.

3. Personnel Capability Development

The company will support the development of personnel capabilities in real estate design, development, and project management by providing training to employees in new innovations and technologies, enabling them to apply this knowledge to develop quality projects that meet customer needs.

4. Support Policy-Compliant Operations

All executives and employees are responsible for supporting operations in accordance with the innovation development policy. Regular meetings will be held to discuss progress in real estate innovation development projects, as well as to share work experiences to foster continuous learning and development.

5. Application of Knowledge and Technology to Support Operations

The company is committed to promoting the use and development of technology, including new innovations, for improved operational outcomes, as well as applying contemporary knowledge to create new things. The aim is for all project development processes, including internal operational processes, to continuously improve. Examples include using artificial intelligence as an aid in interior design (AI for Interior Design), adapting holistic healthcare knowledge to design activities for residents' sustainable well-being, planning spatial layouts based on the wisdom of traditional Thai house construction that emphasizes the use of light and air, and project management systems, as well as the use of smart home technology (Smart Homes), among others.

6. Foster Collaboration with Stakeholders

The company supports fostering creative collaboration and innovation management with stakeholders by providing opportunities for internal employees, customers, partners, business alliances, educational institutions, and communities to participate in developing new ideas, which will enable the company to develop products and services that better meet market demands.

7. Knowledge Management

The company promotes the exchange of knowledge in innovation development among partners and various agencies by establishing a database for storing and sharing information related to innovation projects, which will enable all parties to access data and use it as a guideline for further development.

8. Performance Evaluation

The company will regularly monitor and evaluate the effectiveness of the innovation development process. Performance reports will be prepared and presented to relevant executives and committees to ensure efficient operations and foster shared learning within the organization. In fact, a Research Lab Director should be appointed, possibly Pi Sae, to continuously define the director and management methods of the lab (this is to demonstrate the organization's genuine commitment to developing new things). Regarding budget allocation, consultation with executives is needed to determine the best approach.

Reference link to organizations innovation culture development and promotion process : https://investor.proudrealestate.co.th/th/sustainability/sustainable-corporate-governance

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits[4]

Does the company measure the financial benefits from innovation development? : Yes

	2023	2024	2025

	2023	2024	2025
Cost reduction resulting from the innovation development of process (Baht)	0.00	400,000.00	150,000.00
Revenue or sales generated from the innovations development of product, service, or process (Baht)	0.00	32,500,000.00	0.00

Remark: (4) *In 2025, the company implemented a Carbon Accounting Platform system to enhance the collection and tracking of greenhouse gas emissions data. This innovation is not aimed at generating direct revenue, but rather to support sustainability operations, increase efficiency, reduce redundant tasks, and enhance the reliability of ESG data.*

Non-financial benefits(5)

Does the company measure the non-financial benefits from innovation development? : Yes

	2023	2024	2025
Average reduction in working hours per person per year (Hours)	0.00	0.00	120.00
Percentage of employees benefiting (%)	0.00	0.00	17.65

Remark: (5) *The Carbon Accounting Platform helps reduce the burden of collecting electricity bills and documents from various departments, resulting in a 1030% increase in operational speed. Furthermore, it allows for real-time data tracking and display without having to wait for year-end summaries, thereby enhancing agility and efficiency in data management.*
