



PRUKSA

Pruksa...Heart to Home



Sustainability Report 2020

Pruksa Holding Public Company Limited





Sustainable Development Policy

of Pruksa Holding Public Company Limited

At Pruksa, we believe that a well-balanced life is the good combination between the quality of living environment and health caring, which can lead to true happiness. Pruksa Holding, therefore, aims to improve the well-being of our customers by developing the products and services to express the deep care at the holistic level; home and health. This is not only to help enhance Thai people's lives one step further, but also to grow business sustainably.



Caring for quality of life and well-being
(Heart to Home)
by delivering quality residences.



2

Caring for the environment impact

(Heart to Earth)

to help prevent the climate change.



3

Caring and providing good opportunities for the society

(Heart to Society)

to better the lives of the disadvantaged.



Message from Chairman of the Executive Committee and Group Chief Executive Officer



“**Pruksa** through the 27 years of operation, we have always been caring for quality of life and well-being, caring for the environmental impact and caring and providing good opportunities for the society.”

In 2020, people all over the world including Thailand were affected by the COVID-19 pandemic caused significant changes to society and created the “New Normal” ways of life. All of us have to adapt to these changes. At Pruksa, we have reformed our strategies and operations to cope with emerging risks and new global trends.

However, through the 27 years of operation, we have always been **caring for quality of life and well-being**. In the COVID-19 crisis this year, as an expert in healthcare, we provided support to society by initiating a COVID-19 Hotline Center at the Baan Mhor ViMUT Clinic of ViMUT International Hospital, one of Pruksa’s Group. In line with the Hospital’s intention to promote good health among Thais, the Center provides consultation on COVID-19 for our employees and Thai people countrywide as part of the fight against the spread of the disease. Apart from that, we also provided alcohol gel for the blinds, and arranged for vaccination against 4 types of influenza viruses spreading in 2020 to Phayathai District’s waste collectors and street sweepers who were highly exposed to infection due to their working environment. The vaccinations were arranged by a team of doctors and nurses from Baan Mhor ViMUT Clinic of ViMUT International Hospital.

In addition to the above activities, Pruksa has set an important goal of Sustainability Development in **caring for the environmental impact**. Pruksa’s Real Estate focuses on developing residences to raise the quality of life of Thai people. We place the importance to promote communities to live together by caring for the environment. By initiating the Project called “Recycle for Better Life”, we encouraged Pruksa residents and nearby communities to donate recyclable wastes for giving to the deprived people so that resources are used to the fullest benefits. The pilot project took place at the Baan Pruksa 111 Rangsit-Bangpoo 2. The initiative was also extended to connect with the “WON Project”. Piloted in Plum Condo, Chaeng Wattana Station 1-3; Plum Condo Mix Chaengwattana, The Plant Elite Pattanakarn and The Connect Pattanakarn 38, our residents were motivated to separate plastic wastes for recycling. Moreover, the Project called “Caring House for People with Disabilities by Pruksa” was continued for a second consecutive year. The project focused on building and renovating houses for the disabled in cooperation with

communities in Khon Kaen Province. It is one of the activities under our Sustainable Development Roadmap on **caring and providing good opportunities for the society**. The project aimed at rehabilitating the livelihood of the disabled, both physically and mentally, so that they would be more self-sufficient and enjoy a better quality of life in a sustainable manner.

From our continued determination in transparency, fairness, traceability, and good governance, we were granted the ASEAN CG Scorecard Award, as well as an Honorable Mention from the Office of the National Anti-Corruption Commission in its 9th NACC Integrity Awards presentation. Pruksa stipulates the anti-corruption policies and promoting the implementation of such policies throughout the organization in order that our executives and employees undertake their jobs with transparency and ethics, as well as responsibilities toward society. At the same time, Pruksa was also awarded from the Office of the Consumer Protection Board in honor of its devoted to consumer protection. Pruksa is the first and only property developer to receive such an award which clearly reflects its “Heart to Home” vision. Moreover, Pruksa was granted the Thailand Sustainability Investment 2020 (THSI) award from the Stock Exchange of Thailand for its sustainable operations, environmental and social awareness, and good governance. This is the fifth consecutive year that we receive such honor.

Last but not least, I would like to extend my sincere thanks to all stakeholders, be they employees, executives, shareholders, customers, suppliers, relevant government agencies, the society, and communities, for their participation and support in this sustainable development.



Mr. Thongma Vijitpongpun
Chairman of the Executive Committee
and Group Chief Executive Officer

EVERYTHING AT HOME

Pruksa...Heart to Home

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The Pride of Pruksa Holding



References on Good Corporate Governance, Sustainability, and Social and Environmental Responsibility



Values Reflecting Business Operation

References on Good Corporate Governance, Sustainability, and Social and Environmental Responsibility

1. The Evaluation Results of a Quality Assessment Project on the 2020 Annual General Meeting or “AGM”

showed that the Company received a full score of 100 for the fourth consecutive year from 2017 to 2020 from Thai Investors Association.

(In this regard, Pruksa Real Estate Public Company Limited, the subsidiary operating core business, received a full score of 100 for the fourth consecutive year from 2013 to 2016 prior to delisting from the Stock Exchange of Thailand.)

2. The Company Received an “Excellent” Level from an Assessment of Thai Listed Companies’ Corporate Governance for the Year 2020

from the Thai Institute of Directors Association (IOD). The Company has been, obtaining a score of over 90 for the fourth consecutive year from 2017 to 2020.

(In this regard, Pruksa Real Estate Public Company Limited, the subsidiary operating core business, received a score of over 90 for the third consecutive year from 2014 to 2016 prior to delisting from the Stock Exchange of Thailand.)

3. ASEAN CG Scorecard Award 2019: ASEAN Asset Class Publicly Listed Companies

Pruksa earned international recognition, as a publicly listed company with world-class corporate governance. The award was granted based on guiding references that aim at raising corporate governance standards of companies in ASEAN’s stock markets.

4. The 2020 Thailand Sustainability Investment (THSI) Award

was presented to the Company by the Stock Exchange of Thailand for the fifth consecutive year for conducting business in a sustainable manner and caring for the environment and society, and with corporate governance.

5. The 2020 Sustainability Disclosure Award

was presented to the Company under the category of Honorary Award for the second consecutive year by Thaipat Institute as an organization that disclosed sustainability information in accordance with the Global Reporting Initiative (GRI Standards) covering all three aspects of environment, society and good governance (ESG) as well as responding to sustainable development goals (SDGs).

Values Reflecting Business Operation

Pruksa Real Estate Public Company Limited, the subsidiary operating core business, received awards and recognitions as follows:

1. A Plaque in Honor of Consumer Protection

from the Office of the Consumer Protection Board (OCPB) Pruksa is the first and only real estate company to receive this award.

2. An Honorable Mention from 9th NACC Integrity Award

from the Office of the National Anti-Corruption Commission for maintaining continuous good corporate governance. This has been clearly recognized from the Company’s anti-corruption policy and the promotion of such policy throughout the organization.

3. All Company’s Projects have been Certified for Wastewater Management

by the Regional Environment Office 6 in collaboration with provincial-level agencies authorized to assess wastewater management of pollution sources under the law on Enhancement and Conservation of National Environmental Quality. This operation is undertaken through the project of monitoring pollution sources under the civil state concept, to encourage legal compliance of the environmental law in accordance with the assessment principles of efficient entrepreneurial practices in wastewater management.

★ **Silver Level:** Baan Pruksa 111 (Rangsit-Bangpoo 2)

★ **Bronze Level:** Baan Pruksa 123 (Phaholyothin-Khlong Luang) and the Housing Estate Juristic Person of Baan Pruksa 81 (Phaholyothin-Navanakorn)

Key Highlights



Executives, Employees Filing Conflict-of-interest Report

100%

Baan Mhor ViMUT Clinic's

96%



Pruksa Real Estate Public Company Limited

90.13%



Customer Satisfaction Rate

Economic Field



Revenues **29,513** Million Baht



Online Sales **6,000** Million Baht

10 Corruption

*incidents, and all of them have been 100% implemented according to the anti-corruption measure



Optimized Cost Control and Procurement Management

Cost Saving **9.4%**



Environment Field



Green Space Increase **34,254** Sq.m.



Number of Projects Winning EIA Approval **6** Projects



Electricity Consumption **3,004,014.60** kWh/ Year



Solar Cell Usage **248,353.81** kWh/ Year



Water Consumption
 • Tap Water **55,936** Unit
 • Natural Water **9,420** Unit



Reused

Reusing Water from Production Process



100%

GRI 306-3, GRI 306-4

Reduce Waste

17 Tons/ Year



Recycle Materials



Separating Rock and Sand from Fresh Cement for Use in Production Process

100%

Mould Oil

100%

Steel Mould

95%

Transport Rack for Packing Precast Walls and Pre-stressed Slabs

100%

GHG Emission Reduction **281,930** KgCO₂e/ Year

Environmental Complaints, all of them being Taken Care of and Given Solutions **276** Complaints

Social Field



Giving “Pruksa Scholarships”
for 19th Consecutive Years

600,000 Baht



Raising Quality of Life in Community
including Physically Disabled Persons
& Their Family Members

63 Persons



Click to See Video Clip:
Home Care for People with Disability by Pruksa



Upgrading Quality of Life for
31 Physically Disabled Persons



Click to See Video Clip:
Bigger Than Physical Abilities
are Human Heart with
“Miss Thongluan Sornlong”



Click to See Video Clip:
Bigger Than Physical Abilities
are Human Heart with
“Mr. Sittichai Ninkham”



Blood Donation in Collaboration
with Thai Red Cross Society's
National Blood Center

190,900 CC



Support Communities' Products
in the Company's CSR Activities

100%



Engaging Stakeholders in COVID-19 Situation

30,248 Persons



GRI 102-7

Number of Employees
*Number of disabilities: 7 persons

1,933 Persons

Percentage of Employees Receiving Training
on Basic Firefighting & Cardiopulmonary
Resuscitation (CPR) is Higher than
Minimum Requirement

55%



Number of Training Hours for Employees



ViMUT Hospital Holding Co., Ltd.,
ViMUT Hospital Co., Ltd., and Baan Mhor ViMUT

27.15 Hours/Per Person/Per Year



Pruksa Real Estate
Public Company Limited

5.97 Hours/Per Person/Per Year

GRI 102-12

External Initiatives

- ISO 9001:2015
- OHSAS 18001:2007
- TISI 18001:2554
- ISO 22301:2012
- EIA Guideline

- Thai Private Sector Collective Action Against Corruption (CAC)
- GRI Standards
- Corporate Governance Code for Listed Companies
- ASEAN Corporate Governance Scorecard Criteria



The Growth of Pruksa Holding

Pruksa Holding Public Company Limited (“the Company”) was registered as a public company on March 16, 2016, to operate a holding company with an initial registered capital of 10,000 baht.

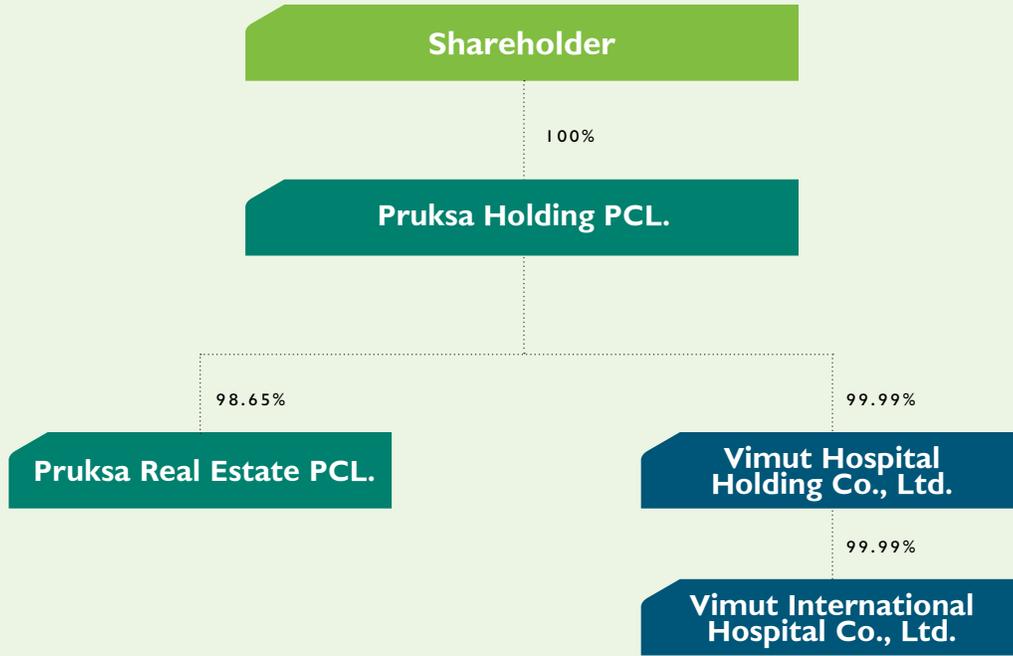
Later, the Extraordinary General Meeting (EGM) 1/2016 approved the increase in the Company’s registered capital from 10,000 baht to 2,273,217,600 baht by issuing a total of 2,273,207,600 new common stocks, at the par value of 1 baht per stock, to support the tender offer and the issuance of warrant to buy common stocks of the Company, as well as to be in line with the increase in the Company’s registered capital. The initial trading in The Stock Exchange of Thailand took place on December 1, 2016, under the name “PSH”.

The core business of the Company is real estate development. The Company determines to maintain its real estate development business at the proportion of not less than 75% of the Company’s total asset. After restructuring, the Company will have Pruksa Real Estate Public Company Limited (Pruksa) as its subsidiary that operates the core business. The main revenue of the Company will derive from dividends acquired from shareholding in Pruksa and its subsidiaries, and/or associated companies in which the Company will invest in the future.

The Company also invested in hospital business and health service center through two subsidiaries, namely (1) ViMUT Hospital Holding Company Limited that operates the investment business in other companies, and (2) ViMUT International Hospital Company Limited that operates the business of private hospital and medical clinic. At present, it is under construction and is expected to inaugurate in 2021. Therefore, the revenue and performance mainly derive from the real estate business.



Shareholder Structure



The Key to Sustainable Development

2016



- Registered a holding company under the name “Pruksa Holding Public Company Limited” holding shares in “Pruksa Real Estate Public Company Limited” by performing a tender offer of 97.90 percent of Pruksa Real Estate Public Company Limited.
- Increased registered capital from 10,000 baht to 2,273,217,600 baht (at the par value of 1 baht per stock).

2017



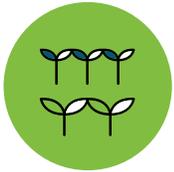
- ViMUT Hospital Holding Company Limited and ViMUT International Hospital Company Limited, both subsidiaries of the Pruksa Holding PCL changed their registered name respectively to ViMUT Hospital Holding Company Limited and ViMUT International Hospital Company Limited.
- Received SET Sustainability Awards 2017 under the Rising Star category for the Company with 30,000–100,000 million baht asset. This is to honor the Company as an outstanding registered company towards sustainable development. Also, the Thailand Sustainability Investment Award (THSI) or a “Sustainable Share” was earned for the second consecutive year to give an honor relating to good corporate governance and business operation that took all of the stakeholders into account.
- Became a member of “Thailand’s Private Sector Collective Action Coalition Against Corruption” and received a certificate indicating a membership. Also, organized a campaign called “We Pruksa Say No to Corruption” in order to raise awareness for all levels of Pruksa personnel to work with transparency and good governance.
- Pruksa Real Estate PCL issued 3 sets of corporate bonds valued at 9,500 million baht.

2018



- Received the “Drive Awards 2018” under the Finance category from the MBA Chulalongkorn Business School Alumni Association. This resulted from an outstanding performance in finance together with good governance and care for shareholders and suppliers.
- Signed a Memorandum of Understanding with the Department of Medical Services (DMS), Ministry of Public Health (MOPH), an academic collaboration concerning a safety-conscious environment for elderly people. In this regard, both parties have jointly studied new innovations with interior design and use of home materials that are considered to be safe for the elderly. This will help reduce and prevent accidents which may occur from the unfavorable environment.
- Received the Thai Chamber of Commerce Best Award 2018 under the outstanding code of ethics with transparency, openness, operational audit, and responsibility towards customers and suppliers. Also, the Company has operated with fairness to all concerned along with offering corporate social responsibility programs and strengthening best practices within the organization.
- Received the Sustainability Award for the second consecutive year with this year under the outstanding category along with the Thailand Sustainability Investment (THSI) Award 2018 for the third consecutive year.
- Received the Sustainability Report Award 2018 under the Recognition category for the third consecutive year.
- Launched “BAAN MHOR ViMUT,” a clinic that is open for general treatment and consultation for community residents. It is another line of business expanding from ViMUT Hospital. The first pilot clinic is at Rangsit Klong 3 in Pathum Thani which is considered to be a big community with many of Pruksa’s projects.
- Princess Maha Chakri Sirindhorn graciously presided over the official grand opening ceremony of our new headquarters called “Pearl Bangkok.” It was indeed our greatest privilege we all at Pruksa would cherish and forever be thankful for.
- Purchased more stakes at 0.33 percent, resulting in a raise in the ownership ratio from 97.90 to 98.23 percent.
- Issued two sets of corporate bonds valued at 5,500 million baht.

2019



- Pruksa aims for sustainable development by using expertise from its core business to improve the quality of life for stakeholders including communities and society to live a more sustainable life. To do this, the Company's and its subsidiaries' roadmap has been created with a five-year framework consisting of three main operations: 1. Care for the quality of life and well-being (Heart to Home) 2. Care for the environmental impact (Heart to Earth) 3. Care for the society and provision of good opportunities for those in need (Heart to Society).
- Earned the "International Quality Management Award" under the Diamond category for an outstanding organization in promoting the corporate quality conscious culture as well as developing new innovations and technology used in the housing construction for continuous excellence.
- Cooperated with the Department of Medical Services, Ministry of Public Health to open a teaching room for "Capture the Fracture" project at Lerdsin Hospital. This is a model room equipped with various devices and modern innovation to help facilitate the elderly or hip fracture patients.
- Earned the "Drive Award 2019" for the second consecutive year with this year under the Property & Construction category. The award was based on an outstanding performance of the Company, environmental sustainability in the past year, good corporate governance, and attention to shareholders and partners.
- Honored with "CAC Change Agent Award" from Thailand's Private Sector Collective Action Coalition Against Corruption: CAC for being transparent business throughout the supply chain, which reflects the Company's practical standpoint in solving the corruption problem and refusing to pay all forms of bribes for the sake of sustainable growth.
- Launched a new business "DEAL" to provide services for buying, selling, and renting residences using the digital platform to develop an AI Matching system in order to select a good choice to suit the customers' needs. With trading unit and data management system, real-time data can be retrieved anywhere, 24 hours a day.
- Received the "National Innovation Award 2019" in National Innovation for Economy Contributions under the Large Business category from the National Innovation Agency for innovative works that significantly benefit the economy and society in various ways.
- Selected to be in ESG100 Company Group for 2019 (Environmental, Social and Governance: ESG) for the third consecutive year from Thaipat Institute.
- Received the Thailand Sustainability Investment 2019 (THSI) Award for the fourth consecutive year for continuously conducting business in a sustainable manner and caring for the environment, society and corporate governance (Environment, Social and Governance: ESG).
- Pruksa and ViMUT Hospital together with the Department of Health, Ministry of Public Health, and the Thai Medical Women's Association of Thailand under the Royal Patronage of Her Majesty the Queen signed an MOU for academic cooperation in accordance with educational principles (MBL: Mind-based Learning) to build a "Wisdom Playground" in Pruksa Avenue Teparak-Muangmai for children in early ages from 0 to 8 years. This aims for physical, mental, and emotional development, as well as helping children to think critically while creating social discipline with community participation.
- Pruksa earned the internationally-acclaimed World Branding Awards as "Brand of the Year" in the category of Property Developer. This prestigious award is considered a success of the brand, reflecting the popularity and consumer acceptance.
- Issued three sets of corporate bonds valued at 10,000 million baht.

2020



- Pruksa aims for sustainable development which has been under the operation for the second consecutive year, following the Company's roadmap with three aspects, namely 1. Heart to Home 2. Heart to Earth 3. Heart to Society.
- Opened a Hotline Center of ViMUT International Hospital, one of Pruksa's Group to play a part in helping Thai people fight against the spread of COVID-19. This Center provides consultation to Thais all over the country in accordance with the Hospital's intention to promote good health among Thais.
- Received honorable mention of 9th NACC Integrity Award from the Office of the National Anti-Corruption Commission for maintaining continuous good corporate governance. This has been clearly recognized from a policy of anti-corruption and encouragement of concrete corporate implementation so that all executives and employees would conduct business with integrity, ethics, and social responsibility.
- Received a plaque in honor of consumer protection from the Office of the Consumer Protection Board (OCPB). Being the first and only real estate company to receive this award reflects the corporate goal of "Heart to Home."
- Initiated the project Change "Waste" into "Opportunities" or "Recycle for Better Life" by encouraging Pruksa residents and nearby communities to donate recyclable wastes in order that they could be used to the fullest. The pilot project took place at Baan Pruksa 111 Rangsit-Bangpoo 2.
- Operated "Home Care for People with Disabilities by Pruksa" project for the second consecutive year in cooperation with local communities to build and renovate homes for the disabled. This is one of the CSR projects in line with the sustainable policy of caring for and providing good opportunities for the society or Heart to Society. The project is meant for the disabled's physical and mental rehabilitation and more self-dependence in order to sustainably lead a better quality of life.
- Arranged for vaccinations against four strains of 2020 influenza viruses to 50 Phaya Thai District's garbage collectors and street sweepers who were at high risk of infections due to their exposure to disease at workplace, especially in the rainy season. This was operated by a team of doctors and nurses from Baan Mhor ViMUT Clinic of ViMUT International Hospital.
- Cooperated with TPBI in the project entitled "WON" to campaign among residents for separating plastic wastes for recycling. The pilot project included Plum Condo, Chaeng Wattana Station 1-3, Plum Condo Mix Chaengwattana, The Plant Elite Pattanakarn, and The Connect Pattanakarn 38.
- Received the Thailand Sustainability Investment 2020 (THSI) award for the fifth consecutive year for continuously conducting business in a sustainable manner, caring for the environment, society and corporate governance (Environment, Social and Governance: ESG).
- Pruksa has been internationally recognized for good corporate governance and granted the ASEAN CG Scorecard Award.

Vision Mission and Goal

Vision

Pruksa Holding emphasizes in creating maximum satisfaction for customers, inventing and developing products and services that continuously meet the modern lifestyle as well as drive the business to grow sustainably.

Mission

Pruksa Holding aims to create products and services that enhance the quality of life, continuously invent and develop innovation that meet the modern lifestyle and contribute to create sustainable value for customers and stakeholders. Including creating good opportunities to the societies and communities, preserve and take care of to the environment under good corporate governance to create sustainable mutual growth.

Goals and Business Strategies

1. To expand core business in property for sale, and expand to customer group with new income base.
2. To reinforce business that supports real estate business for enhancement of the brand strength and maximum customer satisfaction.
3. To expand investment to new business that generates recurring income.
4. To aim at the professional organization development for sustainable growth.



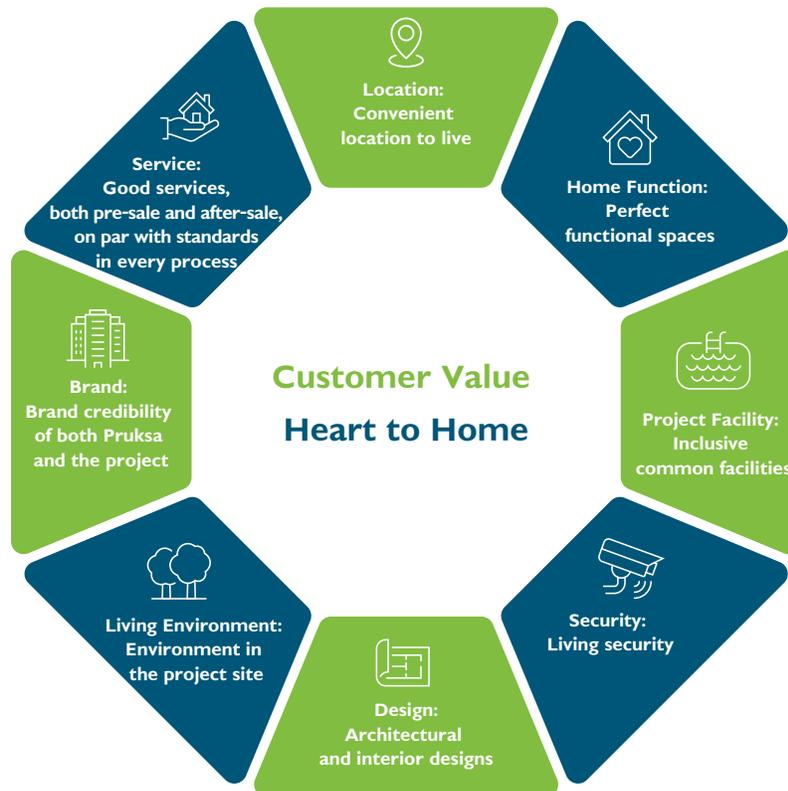


Business Overview of Pruksa Holding

In 2020, the global spread of the Coronavirus Disease 2019 (COVID-19) has led to a dramatic loss of human life and severely affected economies worldwide, including Thailand. In such situation, people have to adjust to the “New Normal” lifestyle, i.e. transforming a home space into a working area to accommodate the Work-from-Home Policy. The reduced travel need allows them to spend more time at home and share areas for new activities such as cooking in the kitchen, planting trees in the front garden or flowers on the condo balcony, utilizing online tools to reduce exposure to COVID-19, and paying more attention to home hygiene and safety.

In the same way, Thailand’s real estate sector has been adapting in response to the changing situation and customer lifestyles. For instance, more online communication and sales platforms were applied, including online booking systems and digital sales channels. More interestingly, the customers who are deciding to buy a house have significantly changed their behaviors and demands, i.e. the need for more utility space and the focus on home functions that address the new normal lifestyle.

For this reason, Pruksa has adopted the **Customer Value** in marketing and business communication. The focus is to conduct research to understand all aspects and needs of customers who have different lifestyles. This contributes to “Customer Value”, showing the eight key factors that customers focus on when choosing a house (excluding the factors of price and pre-sale service). Details are as follows:

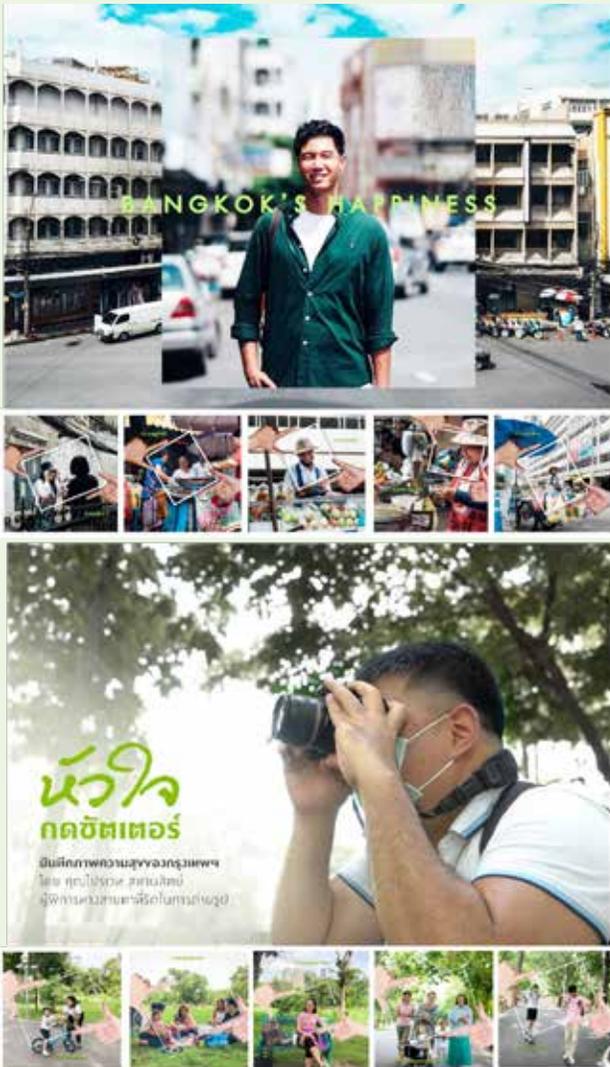


The Company has then translated the Customer Value into the strategies for communicating and developing various projects to accommodate customers’ different needs. We have also set out various policies and strategies to enhance the brand image and promote sales as follows:

I. Brand Image Enhancement Strategy

According to Mr. Thongma Vijitpongpun’s vision, the core of building houses for people is to have the sincere heart that aims to fulfill customers’ needs in harmony with their purchasing power and most importantly to deliver quality houses where they can live happily without concern. This vision was then transformed into Pruksa’s brand purpose “Pruksa...Heart to Home”.

In 2020, Pruksa has still been determined to pursue that vision and continuously promoted the brand image with **the focus on care and understanding in customers’ changing needs and lifestyles due to the COVID-19 situation**. Furthermore, we have adjusted marketing and sales promotion models to promote Thai people’s enhanced quality of life. The strategies for promoting the brand image in 2020 are divided into two main areas as follows:



I.1 Create happiness in the New Normal Era:

The COVID-19 pandemic has created the new normal lifestyle. We understand well that the change of residence is normal due to different living contexts. However, people share a common desire: **to live in a perfect functional space** where all family members can **live happily together**.

We are also aware of happiness of every life on various needs. With insider information of Pruksa’s residents and the general public, we have designed houses with attention to every detail of home functions and living spaces to make them all pleasing and practical. They should not only generate happiness among everyone in the house but also enhance the quality of life and increase pride in owning them. This leads to the campaign “**Happiness in Every Square Inch of the Right Space for You**”.

The campaign aims to transfer the story of happiness through the perspectives of the two photography lovers, namely Dr. Piang, a doctor who spends his free time to travel and share his happiness through photos, and Mr. Private, a blind man who enjoys taking photos through touch and hearing. The objective is to reflect the belief that when everyone is in the right place, happiness can happen everywhere like when we are at home.

In this context, Pruksa has shared the perspective of happiness in every square inch through communication about the perfect use of various spaces in harmony with the needs of Thai families. For example, the concept of **Space Extension** aims to extend the happiness area for all family members; and **Triple Kitchen** reflects happy cooking time with perfect kitchen functions.

Owned 7 Key Functions



The campaign “Happiness in Every Square Inch of the Right Space for You” is aimed to transfer the story of happiness on digital platforms in line with the strategy to inspire customers through the photos of happiness in every square inch of Pruksa’s projects. Furthermore, it promotes public participation by allowing people to share their stories of happiness in the activity “**Happy Corners in Every Square Inch in Your Home**” via Facebook and Instagram to win big prizes such as IKEA cards and so forth. In addition, there is also an internal activity to allow executives and employees to share their stories of happiness together.

Another key strategy of this campaign is the integrated communication through digital media, called **Owned–Paid–Earned** to directly reach target customers via both Facebook and Instagram, including lifestyle influencers and pages that are reliable and capable of reaching different lifestyles of customers.

1.2 Customer Value: With the focus on the needs of customers, Pruksa has introduced “Customer Value” model, representing the factors that customers value in choosing a residence as the core of communication and content development to address target groups. For example, hero communication highlights the three key factors: Super Function, Super Location and Super Facility. Furthermore, the Customer Value has helped to respond to different needs by developing new projects of each living type to achieve the best housing, space, and living functions for customers.

2. Sales Promotion Strategy

As the COVID-19 crisis has severely affected the global economy, Pruksa understands the general public’s declining purchasing power and more cautious shopping behavior due to uncertainty factors. Therefore, we have established the sales promotion strategy with great attention to detail by continuing to deliver homes that meet the needs of customers with changing lifestyles and implementing two main promotional activities including:

2.1 “LIVE WITHOUT PAY” was initiated to alleviate customers’ concern about expenses in the purchase of housing during the COVID-19 situation. In the 2nd quarter, single detached house and condominium customers obtained special offer of free 24-month installments, while townhouse customers received the special privileges of free two-year installments and gold including other special discounts.

2.2 Collaboration: PRUKSA X GRAB is the campaign in collaboration with partners for customers’ optimum benefits. For single detached house projects, Pruksa cooperated with GRAB to launch the campaign “Live without Pay for One Year and Enjoy Special Deals from GrabFood” in the 4th quarter to promote convenient living based on the concept “Eat Well, Sleep Well”.

With the success of brand image enhancement strategy and customer-centric promotional activities, we believed and strived to develop every component continuously to meet customers’ needs and achieve our ultimate goal of witnessing Thai people’s enhanced well-being on a sustainable basis.

In 2020, Pruksa Real Estate Public Company Limited launched 13 new projects as follows:

 Seven Townhouse Projects	 Three Single Detached House Projects	 Three Condominium Projects
		
Baanpruksa Wongwan-Kantana	Passorn Don Muang-Dhupateme	The Tree Sukhumvit-Rama4
The Connect (Ram Inthra km.8)	The Palm Chaeng Watthana-Chaiyapruk	The Tree Victory Monument
Baanpruksa 154 (Rangsit-Khlong 5)	The Plant Rangsit-Avenue	Plum Condo Sukhumvit 97/1
The Connect 62 Phet Kasem 69		
Baan Pruksa (Thepharak-Mueang Mai) Project 3		
The Connect Band Na-Sriwaree (1)		
Pruksa Ville 122/1 (Srinakarin-Bangna)		

ViMUT Hospital, Taking Healthcare to the Next Level

ViMUT Hospital is a tertiary-level hospital, located near the Saphan Kwai Intersection. Currently, its environmental impact assessment (EIA) report, building construction permit (39 bis), and certificate of building construction, modification or relocation (Aor.6) have been approved by the government. The structure construction is expected to complete in April 2021 and slated for operation in May 2021.

ViMUT Hospital was constructed under the concept “Taking Healthcare to the Next Level” with the focus on the treatment throughout the health cycle. This covers severe acute diseases such as stroke, heart disease, and gastrointestinal disease as well as chronic diseases such as diabetes, hyperlipidemia, and hypertension. It also prioritizes quality treatment and good experience of patients and their relatives. With the focus on the quality of buildings and services, ViMUT Hospital was designed to address the Joint Commission International (JCI) accreditation standards.

In 2020, the hospital business was impacted by the severe COVID-19 epidemic in terms of public health and confidence in medical institutions. Aware of the importance of COVID-19 prevention and treatment measures, ViMUT Hospital introduced various health technologies to facilitate patients and increase its competitiveness. For example, Tele-Medicine and Tele-Pharmacy have been adopted to facilitate remote consultation with a physician or pharmacist as well as home delivery of medicines. The Pre-Register Application System allows patients to easily make appointments with physicians via mobile phones. A Negative Pressure Room was also prepared to enhance the safety of hospital visitors.



Baan Mhor ViMUT Clinic, a Clinic for the Community

Located in Rangsit Klong 3 area, “Baan Mhor ViMUT Clinic” has been now opened for two years under the concept of facilitating everyone’s access to quality healthcare services at an affordable price and convenient location delivered by specialists in family medicine. It services have helped to enhance Pruksa’s image in terms of healthcare promotion and participation in enhancing the quality of life of Pruksa Family and the Rangsit Klong 3 Community through the following services:

- General and pediatric physical examination and vaccination
- Diabetes and chronic diseases
- Health check-up packages and a blood test room
- Physical therapy and child development
- Hemodialysis
- Patient visit and home care
- Seminars for general public on topics such as fall prevention in the elderly, and allergies in children



Customer Satisfaction with Baan Mhor ViMUT Clinic

Currently, over 10,000 times of services were provided. The customer satisfaction survey results show that Baan Mhor ViMUT Clinic was rated “very good”. Ninety-six percent of customers are satisfied with the services provided by doctors and nurses regarding the following issues:

- Satisfaction after medical examination
- Providing healthcare information and advice
- Answering questions willingly
- Providing services with courtesy, respect, and service mind
- Service speed and availability



Provided Services Over
10,000 Times



Customers Satisfaction
96%



Risk and Crisis Management

GRI 103-1

The year 2020 is the challenging year for the Company's growth due to the world economy fluctuation, internal political problems, rising household debts, and the Bank of Thailand's Loan to Value: LTV measure which has been effective since April 2019, as well as the COVID-19 crisis while the supply of new residential units in Bangkok and its vicinity are escalating in opposition to the decelerating buying power. This resulted in the shrinking of the real estate market which, in addition to other risk factors, may have an impact on the Company's performance.

The Company has always recognized the importance of risk management and established the risk evaluation in line with its strategic plans, taking into account both internal and external factors that may impact the organization's operations and goals. Meanwhile, we keep on searching for business opportunities and increasing value for the organization, shareholders, society, community, and all stakeholders with the aims of achieving its goals and sustainable growth.

Organizational Risk Management Process

The Company constantly develops risk management systems based on COSO and ERM frameworks, at the same time, establish risk management policies at the organizational level as a framework for risk management within the organization. These policies are reviewed annually by the Risk Management Committee and the latest revision has been in effect since June 27, 2018.

Risks that will affect the goals according to the business plan are annually analyzed and evaluated, and appropriate risk control measures are then determined. This includes the integration of the risk management process with the work process of the organization by developing a Control Self-Assessment (CSA) system in order to evaluate the adequacy of the designed control that is in line with the work process, as well as continuous compliance with internal control systems. The internal control of a unit is appraised and improved by the process owner according to the plan in a bid to prevent or reduce risks that may occur from work or other factors that may affect the work and lead to failure in achieving the determined objectives.

GRI 102-12

The Company developed a Business Continuity Management System (BCMS) to address the risk of significant process disruptions, based on the international standard ISO 22301:2012 (Business Continuity Management Standard). The internal risk management plan is communicated in order to achieve consistent implementation throughout the organization and to monitor and report the risk management results to the Organization Risk Management Committee, the Audit Committee, and the Board of Directors for their review and comment on the improvement. This is to ensure that the Company will be able to respond to all aspects of business risk in a timely manner.

GRI 102-12

In addition, the Company also participates in corruption risk assessment under "Private Sector Collective Action Coalition Against Corruption Program (CAC)" organized by the Thai Institute of Directors (IOD). In 2020, the Company assessed risks associated with corruption in overall aspect of real estate and hospital business groups.

Risk Analysis and Assessment According to the Internal Risk Management Process

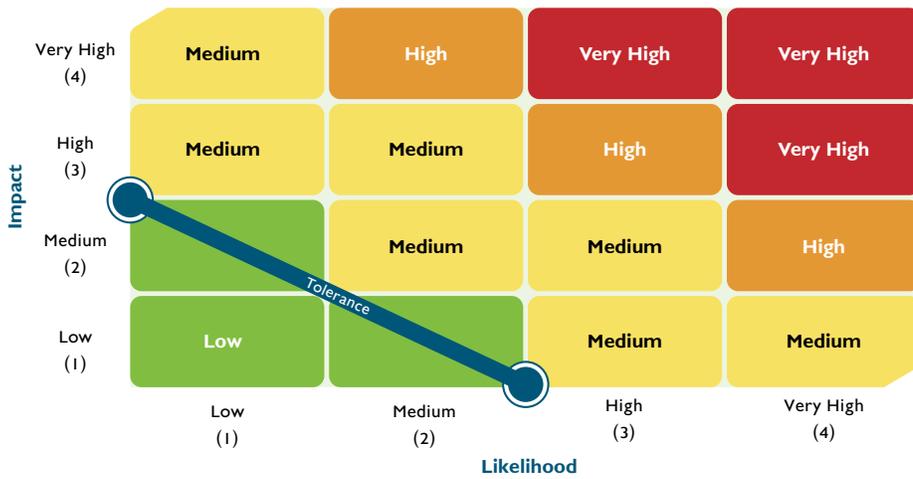


Objective Setting: The objectives were set at the organizational and business-line levels in line with the Company’s main policies and goals, vision and missions. The risk management plan must be established in compliance with and in support of the objectives.

In this regard, for an organization to achieve its objectives, it should operate under an acceptable level of risk (Risk Tolerance) to ensure the management that the organization’s performance is within criteria or type of risk that is acceptable (Risk Appetite).

Risk Rating Scale: Was determined to assess risk likelihood and degree of impact.

Risk Map



Risk Management Guidelines

Definition of Colors		Risk Management Guidelines
Red	Very High Risk	Very highly important risk, must be managed immediately
Orange	High Risk	Highly important risk, must be managed urgently
Yellow	Medium Risk	Important risk, must be monitored regularly
Green	Low Risk	Low important risks, acceptable to executives

According to the risk map, while the risk in the green area (low risk) is acceptable, the Company must establish a risk response plan for the risk identified in yellow, orange, and red areas (medium, high, and very high risk) as they are considered unacceptable levels of risk.

Risk Identification: The key purpose of risk identification is to identify risk and its causes or factors, by considering various factors, both internally and externally, that affect the organization's target using risk management framework. This includes making risk management plan by considering both short- and long-term business risks and likelihoods, and covers 4 types of risk

Reporting and Monitoring: An effective risk management plan requires that the result must be reported and the plan must be improved, allowing management to review the status of risks and make effective decisions in a timely manner.

Risk monitoring is categorized into 2 forms, namely risks monitoring using the progress of risk management plan, and risk monitoring using Key Risk Indicators (KRIs).

Risks Monitoring Using the Progress of Risk Management Plan: The risk owner is the one who monitors whether the risk management plan has been implemented in accordance with the plan and timeframe. The risk owner then has to re-evaluate the likelihood and impact of the risk to ensure that the risk level is reduced to an acceptable level. In the event that the risk level is still higher than the acceptable level, the risk owner must set up additional measures to manage the risks.

Risk Monitoring Using Key Risk Indicators (KRIs): This is an early warning before the risk occurs or before it sends a severe impact on the organization. This involves the determination of risk tolerance that shall be closely followed; it can be either leading or lagging indicators.



Risks Associating with Pruksa Holding



I. Strategic Risk

Risk Issue	Risk Management	GRI 103-3 Result
Being a company that operates its core businesses by holding shares in other companies	Establishing a committee consisting of experts and reporting to senior management team to consider investment in a subsidiary, using the feasibility study.	<ul style="list-style-type: none"> - In 2016, Pruksa Holding Public Company Limited was established. - In 2017, ViMUT Holding Hospital and ViMUT International Hospital Company Limited were established.
Real estate market conditions	<ol style="list-style-type: none"> 1) Focusing on customers with real demand which refers to the group that buys residential units to house. 2) Using digital platform in response to the changing customer behaviors, and studying customer behaviors in the new normal ways of life, both on a short-and long-term basis. 3) Remarketing new projects and adjusting the details and styles in response to customer's satisfaction. 	<ul style="list-style-type: none"> - In 2019, nominated for the Best Brand Performance on Social Media: Thailand Social Awards 2019. - *In 2020, ranked in a top ten Best Brand Performance on Social Media for the first half of 2020. <p><i>*from Thailand Social Awards by WISESIGHT Thailand.</i></p>
Changes in credit policies of commercial banks	<ol style="list-style-type: none"> 1) Extending the down payment terms and launching the project earlier, as well as expanding product ranges to cover all customer groups. 2) Submitting pre-approval request for bank loan as soon as customer expresses interest in the project and requires loan in order to reduce the risk for both the customer and the Company. The Company also offers residences with a variety of prices so that customers can choose lower-priced housing, to comply with the regulations or policies of each commercial bank at different times. 	<p>%Bank Rejection <10%.</p>
Higher construction cost and lacking construction materials	<ol style="list-style-type: none"> 1) Selecting construction material suppliers through bidding to ensure stable construction cost throughout the year. 2) Developing partnerships by determining clear selection, supervision, evaluation, as well as operational guidelines. 3) Arranging meeting to report changes in prices of major construction materials on a monthly basis, as well as calculating the effect on the cost of sales to consider adjusting of sale price or procuring substitute materials. 4) Using ready-to-move-in policy instead of construction by order to be able to plan the construction and order the materials in advance. 	<p>The cost of real estate sales (COGs) for the year 2020 was estimated at 67.6%.</p>



2. Operational Risk

Risk Issue	Risk Management	GRI 103-3 Result
<p>Potential slippage of hospital construction project</p>	<ol style="list-style-type: none"> 1) Hiring building designers and consultants with expertise and experience in building design and hospital construction supervision in order to estimate an appropriate construction duration. 2) Consider buying insurance prior to the construction phase to cover the risk of damage that may occur to the construction project. 3) Consider setting conditions for the main contractor by determining penalties in the event the construction fails to complete according to the timeframe specified in the contract. 	<p>The construction is in accordance with the project launch plan in 2021.</p>
<p>Safety in the construction project</p>	<ol style="list-style-type: none"> 1) Determining standards of work and improving the safety regulations to enforce on all employees and contractors. 2) The project's responsible person according to the law examines equipment readiness and operation in accordance with the specified standards. 3) Monitoring of contractors' operations to assess work efficiency. 	<p>GRI 102-12 Received renewal of The Occupational Health and Safety Management System Certification (OHSAS 18001:2007). A plan was set to apply for Occupational Health and Safety Standard (ISO 45001:2018) within 2021.</p>
<p>Shortage of workforce</p>	<p>Using turnkey contractors for construction of high-rise buildings or condominium, as well as establishing partnership with contractors with outstanding quality to reduce the risk of production or construction capacity expansion.</p>	<p>100% of high-rise projects are turnkey contracts.</p>
<p>Lack continuity in personnel development</p>	<ol style="list-style-type: none"> 1) Establishing personnel management policy and creating organizational commitment so that good quality of work will be provided and organizational sustainability be promoted. 2) Developing personnel's expertise in all areas and promoting cross-career development to be able to work as a substitute. 3) Establishing policies related to employees' career advancement, providing opportunities for talented employees for equal chances to grow by creating tools and career path, as well as setting out a system to support self-development of employees so that they will achieve career growth along with the organizational growth. 	<p>100% achievement of learning & development plan.</p>
<p>Main work systems were inaccessible</p>	<p>Conducting regular drills according to Disaster Recovery Plan (DRP) for the main system annually in preparation for risk event causing damage to the main system and leading to business interruption.</p>	<p>Able to recover and return 100% of the main system to users.</p>



3. Financial Risk

Risk Issue	Risk Management	GRI 103-3 Result
<p>The Company's ability to pay dividends relies on the dividends received from subsidiaries and associated companies</p>	<p>An affiliate – ViMUT Hospital is still unable to pay dividends to the Company as it is still investing and constructing its facilities. The hospital can be expected to pay dividend only after the construction is completed and it has started operating with enough profits for dividend payment. In the meantime, income and profits are generated from Pruksa Real Estate Public Company Limited, which operates real estate business and has relatively stable income, consistent profits, and good performance to be able to pay dividends to all shareholders of the Company.</p>	<p>Paying not less than 50% of net profit from the PSH Group's operations (from the consolidated financial statements) after deduction of all reserves required by law.</p>



4. Compliance Risk

Risk Issue	Risk Management	GRI 103-3 Result
<p>Conducting business under strict laws</p>	<ol style="list-style-type: none"> 1) Complying with the rules, regulations, and requirements stipulated by authorized government agencies, as well as complying with recommendations or orders from government agencies or other central agencies so that it can be accepted by both the customers and shareholders. 2) Adhering to good corporate governance principles to fully protect the Company's and the shareholder's interests. 	<p>In 2020, there were no damages from litigation in relation to requests for permission to proceed from the government with penalties of more than 1 year imprisonment or fines or expenses in the settlement of more than 100,001 baht per case.</p>

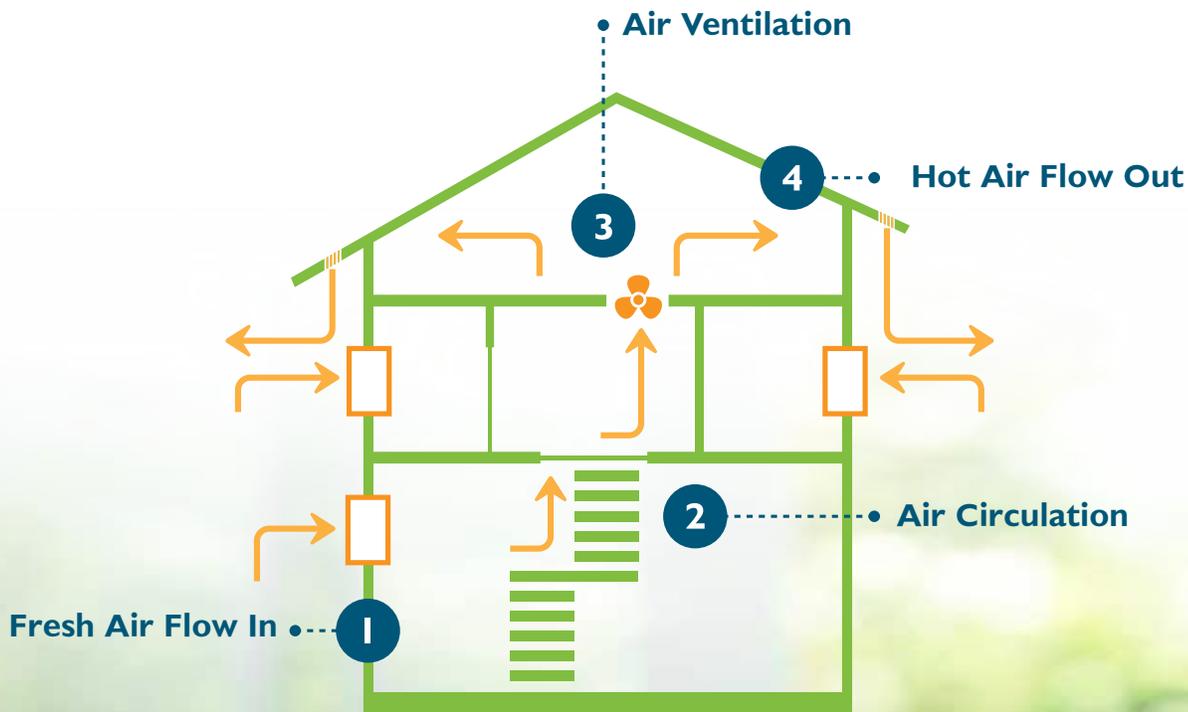
Risk from Climate Change

Since 2019, the Company has initiated a process to assess the risk from climate change that may affect business operations, and has set strategy and risk management plan to monitor the progress of projects. The Company applies the organizational risk management to analyze risk and the likelihood arising from various cases of climate change, especially towards information technology and market trends, as well as towards social trend that is focusing on environmental care and rehabilitation.

In this regard, the Company has specified an operational framework to effectively respond to the risks and changes arising from different situations. In addition, the Company also applies modern innovations that are in harmony with current consumers' lifestyle into the development of various projects as follows:

Pruksa Fresh Air System: Is an innovative ventilation system within the house and roof hall. The system allows the acceleration of ventilation mechanism and effectively blows away indoor heat. It does not only help reduce the temperature and energy consumption but also generates house ventilation to a level that helps reduce the accumulation of air pollution and humidity that causes allergies. In this system, cold air is used to expel hot air, making the house a "Breathing House". The system consists of the following 4 steps.

1. **Fresh Air Flow In:** Allowing the air from outside to get into the house through windows or doors.
2. **Air Circulation:** Opening different indoor areas to ensure free flow of air without obstacle from the ground floor to the upper floor.
3. **Air Ventilation:** Blowing used air out of the roof using ventilators.
4. **Hot Air Flow Out:** Releasing hot air or used air out of home.



PRUKSA FRESH AIR SYSTEM

Designing High-Rise Project Using the Principle of “Green Building”: The Company takes into account the importance of environmental changes. High-rise projects, therefore, have been designed with environmental awareness and effective use of resources, starting from choosing the project location to utilizing buildings to mitigate the environmental impact, reduce pollution, decrease energy and water usage, and promote the quality of life of the residents.

GREEN Solar Cell System: The Company innovatively installs solar cell panels in a common area of the project to reduce energy usage at a certain time, for example the lighting system in the central area and the operation of wastewater treatment system.

Vertical Green Wall: This is designed to add more green areas for projects with limited spaces such as townhouses and condominiums. It helps reduce heat and lower the temperature within the residential buildings, and at the same time, purify the air and beautify the project.

Emerging Risks

Well aware of emerging risks that may arise and seriously affect or create new business expansion opportunities for the organization, the Company addresses emerging risks that may occur in the future as follows:

Risk Issue	Risk Management
 <p>Risk from COVID-19 Pandemic</p>	<p>The COVID-19 Emergency Response Team and the Incident Response Team (IRT) were assigned to manage in case of emergencies as well as assess and mitigate the anticipated impact on all stakeholders, including employees and their families, customers, suppliers, shareholders, as well as communities and the society.</p>
 <p>Risk from Personal Data Protection Act</p>	<p>By reviewing the objectives, the Company set forth a management framework in accordance with the laws in order to announce the common policies effective in all companies in the group. The Company also employed experienced consultants to review the process in collecting customer’s data and design procedures in the form of corporate policy and work instruction.</p>
 <p>Risk from Land and Building Tax Act</p>	<p>At present, the Group CFO is tasked to closely monitor and analyze relating data to set strategy and prepare to deal with this issue.</p>

Emergency Response

The Company appoints BCM coordinators in each unit to act as an agent for conveying necessary information relating to emergency response such as what employees must do, important phone number, alternate work location, and important changes in each year. The Company also realizes the importance of developing a business continuity management system linking the entire business along the value chain, and has set in place international standard management system for various situations that may occur and cause business disruption. Therefore, in 2019 the Board of Directors had the resolution to establish a business continuity plan as follows:

1. Head Office: Conducting IT Disaster Recovery Planning (IT-DRP) drills for main work systems to build preparedness to deal with emergency and to test communication system in the following scenarios:

- A fire at the head office, affecting its main server and disabling internet service.
- Malicious hacking against key work systems.

A total of 18 participants namely executives in charge of giving orders, IT personnel responsible for restoring the system, system users, joined the drills to ensure that the backup system can function and uphold business continuity in events of emergencies.

2. Project under Construction: Simulations and drills of emergency situations were conducted in accordance with Emergency Response Plan (ERP) and the Business Continuity Plan (BCP) to ensure that employees working at the construction site are prepared to deal with the emergencies. In 2020 the drills covered 117 projects, both under construction and being launched, and were participated by approximately 350 employees of the Company and the contractors. The drills were monitored and reported to the Occupational Health and Safety Committee by the safety agency.

Due to the COVID-19 pandemic, the Company has conducted the business continuity test in which critical persons in critical process were relocated to an alternate site. Different working circumstances were simulated to prepare for coping with the spreading of the virus. The test results were used for issuing the standard for working in emergency situations. The “COVID-19 Emergency Response Manual” was also produced for the employees to adopt, for the safety of themselves and the society, as well as for the continuity of business.

In the future, the Company plans to develop and improve the business continuity system in order to apply for ISO 22301 certificate for its precast concrete factory so that the confidence of all stakeholders be enhanced.

3. ViMUT Hospital and Baan Mhor ViMUT Clinic: Information technology systems such as HIS Hospital information system is the backbone system of hospital and clinic operations, Baan Mhor ViMUT Clinic has set up BCP drills for clinic personnel and IT staffs in the event the IT system fails. This includes practicing before incident, creating action plans during incident, using of call tree system, activating manual system, and creating post-incident reporting plans.

Promoting Risk Management Culture within the Organization

As risk management is significant to all levels of personnel, from directors, executives, to employees, the continual and determined cooperation from everyone is thus critical. The Company focuses on promoting risk management culture within the organization. The Risk Management Committee is responsible for stipulating policies, frameworks, and guidelines, providing important opinions for the executives and employees to follow, as well as monitoring the progress of operations on a regular basis.

At the same time, the Company also provides knowledge on risk management, emergency/ crisis management, business continuity management, and various movements, both inside and outside the organization, via the Risk Portal. This website collects information relating to risk management within the organization, and articles or analysis of overall movement and trends of the residential real estate market from various reliable external analysts or financial institutions. This is to ensure that employees are able to learn more about risk management.

The Company continues to support its employees, from the operational level to the top management level, in developing risk management knowledge. In 2020, one top management staff participated in the Risk Management Program for Corporate Leader-RCL training organized by the Thai Institute of Directors (IOD). In addition, a workshop was conducted to assess the risks that may impact the organizational goals in the form of a risk map, key risk indicators: KRIs, and mitigation plan, in order to monitor the risk management result in 2021. The workshop was participated by 13 top management members.

ViMUT Hospital also supports the risk reporting culture within the organization. Employees of all levels working at Baan Mhor ViMUT Clinic, which opens every day, are able to submit incident reports via QR Code/ Google Form. The system will then send automatic notifications to the relevant teams and executives (in case of a sentinel event) immediately.



Corporate Governance

GRI 103-1

Corporate Governance Policy and Business Code of Conduct

Pruksa Holding believes that with good corporate governance policy, it can ensure the fair and transparent management system which cannot only generate returns and increase long-term value for shareholders but also create confidence for all stakeholders. This can also enhance the Company’s competitiveness and lead to sustainable development. The Company, therefore, focuses on following the international standards of good corporate governance in accordance with the Corporate Governance Code for Listed Companies for the year 2012 of the Stock Exchange of Thailand, The Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the Office of the Securities and Exchange Commission, and the ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard).

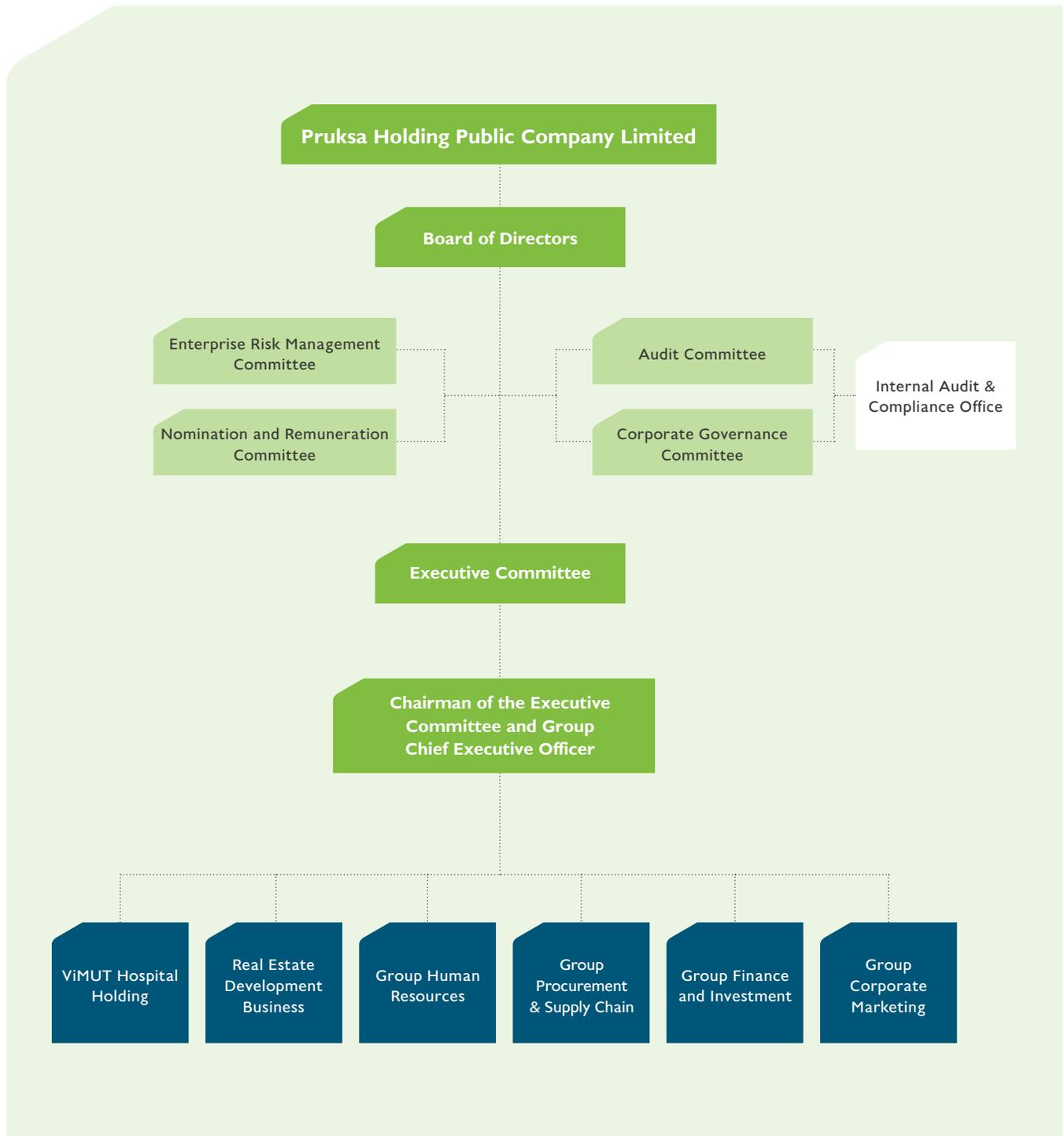
GRI 103-2

Since 2016, the Board of Directors has announced the good corporate governance policy and business code of conduct as a guideline for the directors, executives, and employees. The Company annually reviews the guideline while studies the development of corporate governance of other leading organizations and companies, both domestically and internationally, to ensure that the policies are updated and in line with the business goals and strategies. Such is done to maximize the benefits of the shareholders, as well as bring about the success of business operations. The Company’s good corporate governance principles are categorized into 7 categories as follows:



Management Structure of Pruksa Holding Public Company Limited

as of December 31, 2020





Business Code of Conduct

GRI 102-16, GRI 103-1

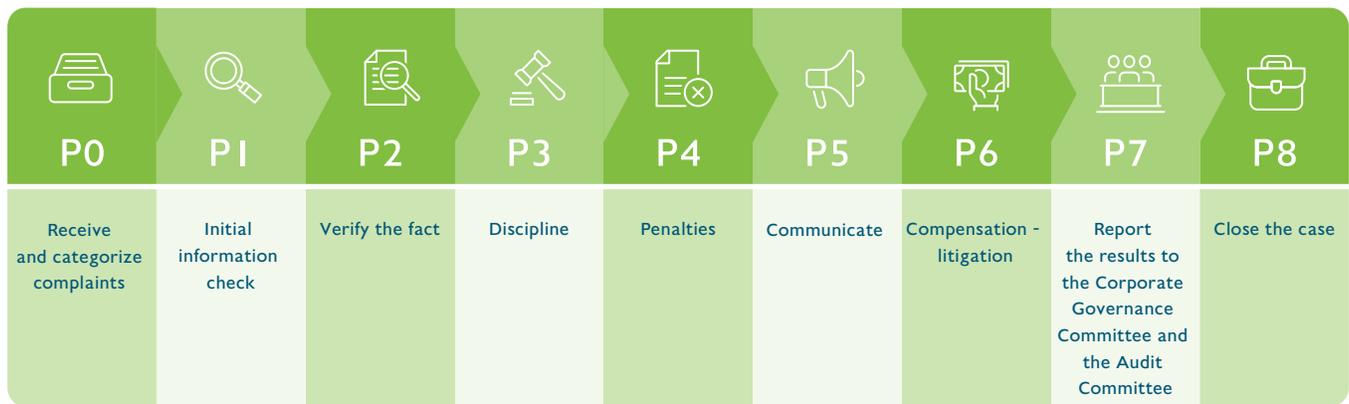
Pruksa is committed to driving the business forward based on transparency, ethics, and responsibility towards shareholders, customers, employees, and all stakeholders.

With a clear and comprehensive Code of Conduct as the guidelines, the Company operates under the principles of good governance which is up to date, appropriate, and complies to the recommendation of the Stock Exchange of Thailand. This is to ensure that the performance of directors, executives, and employees is standardized with good quality and ethics acceptable by all related parties.

All directors, executives, and employees are obligated to understand, respect, and strictly adhere to the code of conduct, as well as be cautious to avoid any unethical behaviors so that they will be good role models. Moreover, for sustainable growth, highest satisfaction of all stakeholders, and social responsibility, Pruksa Sustainable Development Policy was issued with the aims to create economic value, reduce environmental impact, as well as to improve the quality of life and well-being of the people while also help to drive the society towards the Sustainable Development Goals (SDGs).

GRI 103-2

Monitoring Process and Managing Guidelines For Complying with the Code of Conduct in 2020



The Company maintains a policy for executives and employees to disclose conflicts of interest cases in order to prevent executives and employees from utilizing their positions to interfere with the discretion of judicial processes which may lead to the abandonment of morals in performing duties, lack of independence, impartiality, transparency, and fairness that will impact common interest.



GRI 103-3

In 2020, **100%** of total executives and employees participated in the disclosure of conflicts of interest.



Stakeholder Engagement

Pruksa accords importance to all groups of stakeholders with aim to drive its business growth on a sustainable and mutual basis. Stakeholders of Pruksa can be divided into two major groups:

Internal Stakeholders: employees/ executives

External Stakeholders: customers, vendors/ contract parties, creditors, community and society, shareholders, and competitors

The Company has formulated a guideline to treat stakeholders in each group equally. It has also created multiple channels for communications between it and its stakeholders so as to promote opportunities for the exchanges of opinions and mutual understanding, and also to listen to stakeholders' opinions, needs, impacts, and expectations. Information from stakeholders allows the Company to predict/assess stakeholders' expectations and determine its economic, social and environmental impacts.

Based on stakeholders' expectations, the Company has laid down the guideline on stakeholder treatments and stakeholder- expectation response. It has also developed good relationships with stakeholders and boosted their confidence in a more comprehensive manner.

Pruksa Holding's Stakeholders



Guideline on Stakeholder Treatments and Stakeholder-Expectation Response

GRI 102-42 Stakeholders	GRI 102-43 Communication & Channels	GRI 102-44 Stakeholder Expectations	GRI 102-44 Guideline on Stakeholder Treatments
<p>Employees/ Executives</p> 	<ul style="list-style-type: none"> Internal Online: <ul style="list-style-type: none"> Internal Website: Pruksa Internal Communication (Google Site) Digital Signage in front of lifts on every floor Line: <ul style="list-style-type: none"> CG Line: @pruksacg Corporate Line: Pruksa Engagement Email: cg@pruksa.com and srm@pruksa.com Meetings/ events for executives and employees to meet 	<ul style="list-style-type: none"> Monetary welfare such as wedding gift, scholarships for children, gift baskets in events of hospitalization, death benefits, and wreath in events of employees', parents or spouses' deaths. Health and life insurance including annual checkups, accident/ health group insurance with employees in the same band (Band-Based) entitled to similar welfare without any discrimination on the basis on gender, race, age, and religion. Housing welfare, special discount when buying house/ condo/ townhouse from the Company. Funds including provident fund, which provides savings and security to employees and their family (provident fund benefits depend on employees' choice, as the Company offers a matching contribution of 5 to 10 per cent of their salary) and years of service, social security fund, and a fund that awards compensation in events of work-related injuries/ illness. Other benefits such as commissions, membership of Fitness & Sport clubs, monthly phone allowances, uniforms for some positions, and rewards for employees completing 10 years or 20 years of service, annual leave, military leave, and maternity leave. Inquiry for information such as performance evaluation, training, and reporting work problems. 	<ul style="list-style-type: none"> The Company treats its employees equally, regardless of their gender, nationality, race, religion, and faith. The Company is responsible for ensuring that work environment is safe to employees' lives and assets. Also, the Company strictly complies with labor laws. The Company has the policy on fair remuneration management, giving employees remuneration that are mainly commensurate with employment conditions, knowledge, and competency on top of welfare. In addition, the Company awards remuneration based on its operating results and employees' performance in each year. Employees shall receive protection from the disclosure/ transfer of their personal data to an unrelated party, except in events the disclosure/ transfer is done honestly out of duty or in compliance with laws for public benefits.

GRI 102-42 Stakeholders	GRI 102-43 Communication & Channels	GRI 102-44 Stakeholder Expectations	GRI 102-44 Guideline on Stakeholder Treatments
<p>Customers of Pruksa Real Estate</p> 	<ul style="list-style-type: none"> • Tel: Pruksa Contact Center 1739 • Mobile App: The Living • Website: www.pruksa.com • Pruksa Live Chat via www.pruksa.com • Website for members: https://member.pruksa.com/ • Facebook: Pruksa Family Club • Letter to: Group CEO or chair of the Audit Committee 	<ul style="list-style-type: none"> • Creating good relationships and engagement with customers both in short and long runs. • Implementing projects that lead to customers' confidence, satisfaction, and decision to recommend the Company's products/ services, allocating to customers rights, benefits, activities, and products/ services that respond to their needs and make their life more comfortable/ perfect. • Having a quality database, with accurate and updated customer information, that is able to efficiently inform customers of their rights, benefits, and activities on a continued basis. • Keeping customer information confidential, and protecting it from any abuse. Customer information shall be disclosed to an external party only when required by laws. 	<ul style="list-style-type: none"> • Conducting a Visual Questionnaire in collecting customer information from electronic devices and storing it in the CRM system that is especially developed for customer database. • Organizing Pruksa Member activities to maintain good customer relationships, with members entitled to money rewards when recommending friends to buy the Company's housing units. • Offering privileges related to events, products, or services by famous shops/ brands that also answer well to customers' needs and lifestyles. • Boosting customers' confidence in the Company's customer information storage by developing an efficient data management system.
<p>Customers of Baan Mhor ViMUT</p> 	<ul style="list-style-type: none"> • Tel: 0 2102 1147 • Website: www.vimut.com • Facebook: vimutfamily • Line@: vimutfamily • Email: vimutfamily@vimut.com • PR department: Customer Service department, ViMUT Hospital 	<ul style="list-style-type: none"> • Providing treatments with good standard. • Selling quality medicines/ medical supplies. • Keeping patient information confidential. • Right and benefits at the clinic's events. 	<ul style="list-style-type: none"> • The clinic offers treatments by medical specialists with a license to practice family medicine. • Nurses have licenses and follow indicators-based standard in providing patient care. • A medicine/ medical supply committee is in place for supervision and ensuring that medicines/ supplies ne procured from good suppliers only. The clinic has all basic medicines in line with laws. • The clinic's pharmacy is temperature controlled, with separate pharmacy refrigerators, clear categorization of medicines and emergency aids. • Protection of patient information is in line with professional standard, with information system's security settings set to protect the said information. • The clinic organizes events to celebrate key festivals for customers, community and nearby villages, with announcements on rights/ benefits made through digital media, signboards and media inside the clinic. Also, the clinic hosts special lectures by doctors and offers discounts for members.

GRI 102-42 Stakeholders	GRI 102-43 Communication & Channels	GRI 102-44 Stakeholder Expectations	GRI 102-44 Guideline on Stakeholder Treatments
<p>Vendors/ Contract Parties</p> 	<ul style="list-style-type: none"> • Tel: Pruksa Contact Center 1739 • Website: www.pruksa.com/whistleblowing-disclosure • Line@: pruksacg • Email: cg@pruksa.com and srm@pruksa.com • Letter to: Group CEO or chair of the Audit Committee 	<ul style="list-style-type: none"> • Competing on equal information. • Having clear criteria on vendor evaluation and selection. • Preparing contracts in a proper format. • Implementing management and monitoring system to ensure contract compliance, and preventing corruption in every stage of procurement process. • Paying vendors/ contract parties on time in line with agreed payment schedule. 	<ul style="list-style-type: none"> • The Company offers vendors, sellers/ contractors/ tenants hereinafter called vendors opportunities to bid for/ quote prices for supplies/ design work in a transparent and fair manner. The Company is open and fair to all vendors. • The Company aims to develop and maintain sustainable relationships with vendors/ contract parties who have demonstrated product quality/ service with good value for money, technical quality, and mutual trust. • Executives and all employees are not allowed to take any personal benefit from vendors/ contract parties either directly or indirectly. • The Company issues letters to agents, vendors and financial institutes to inform them of its no-gift policy. The Company does not accept any budget support, no matter what form, from financial institutes. • Executives/ employees do not procure anything from vendors/contract parties connected to them such as family members/relatives or a business they have owned or co-owned. Executives/ employees do not use information they have accessed through procurement process to claim benefits for themselves or any other person.
<p>Creditors</p> 	<ul style="list-style-type: none"> • Tel: Pruksa Contact Center 1739 • Website: www.pruksa.com • Facebook: Pruksa Family Club • Line@: pruksacg • Email: cg@pruksa.com • Letter to: Group CEO or chair of the Audit Committee 	<ul style="list-style-type: none"> • Duly repaying to creditors according to specified condition to prevent default. Strictly complying with creditors' conditions. 	<ul style="list-style-type: none"> • Duly repaying to creditors according to specified condition to prevent default. • In regards to loan repayments, interest and obligations in security or guarantee, the Company strictly adheres to the agreed contract or conditions. • In an event that a major event emerges and may significantly affect its financial position as well as repayments, the Company shall manage its capital and notify creditors so as to jointly explore preventive or corrective measures to avoid damages.

GRI 102-42 Stakeholders	GRI 102-43 Communication & Channels	GRI 102-44 Stakeholder Expectations	GRI 102-44 Guideline on Stakeholder Treatments
<p>Community and Society</p> 	<ul style="list-style-type: none"> • Tel: Pruksa Contact Center 1739 • Website: https://www.pruksa.com/whistleblowing-disclosure • Email: csr@pruksa.com • Letter to: president of the Company, Group CEO or chair of the Audit Committee 	<ul style="list-style-type: none"> • Paying attention to environmental impacts. • Community participation. • Caring for the society and giving opportunities to those in need. 	<ul style="list-style-type: none"> • Paying attention to environmental impacts. <ul style="list-style-type: none"> - Housing projects' EIA measures to reduce environmental impacts. - Efficient resource management. - Supply management. - Energy management. - Guideline on greenhouse-gas emission reduction. - Water management. - Waste management. • Community participation. <ul style="list-style-type: none"> - Recycle For Better Life Project. - WON@Pruksa Project. - Training to promote environmental knowledge and understanding. - "Pruksa Cares...Returning Clean Water to Canals" Project. - Environmental complaint management. • Caring for the society and giving opportunities to those in need. <ul style="list-style-type: none"> - "Vocational Teachers 4.0 by Pruksa" Project. - Sharing high-level executives' knowledge about technology, innovations and property business. - "Creating Professions for the Disabled" Project. - "Home Care for People with Disability" by Pruksa Project. - The 12th Consecutive Year of "Pruksa Blood Donation Volunteer" Project. - Project to promote community-friendly business operations. - Free Physical Check-up and Vaccination Against Four Types of Influenza Virus. - V-Health Hotline Project. - Drug Delivery by Baan Mhor ViMUT Clinic. - ViMUT Give & Share CSR project gave alcohol gel to the visually impaired. - ViMUT Give & Share CSR Project gave encephalitis vaccine to kidney patients.

GRI 102-42 Stakeholders	GRI 102-43 Communication & Channels	GRI 102-44 Stakeholder Expectations	GRI 102-44 Guideline on Stakeholder Treatments
<p>Shareholders</p> 	<ul style="list-style-type: none"> Annual general meeting of shareholders Annual report of the Company Sustainability report of the Company Website: www.psh.co.th: investor relations Email: ir@pruksa.com Letter to: Group CEO or chair of the Audit Committee 	<ul style="list-style-type: none"> Timely and equal access to clear information on business operations that are important and essential to shareholders. Holding annual general meetings of shareholders based on AGM Checklist. Holding the said meetings in Bangkok or in area where the Company's headquarters is located in order for shareholders' convenient participation. Pre-registration for meetings is accepted to prevent hiccups/ delays on meeting day. No restriction on shareholders' opportunities to study the Company's information. The Company has the policy to give shareholders an opportunity to add a meeting agenda, nominate a director and submit questions about the Company prior to a shareholder's meeting by specifying clear channels and criteria so as to uphold fair and transparent review. The Company publishes the criteria on its website and also communicates them to shareholders. The Company has the policy to not suddenly add an agenda to shareholders' meetings, because the addition of the agenda requiring votes will not be fair to shareholders who do not attend the meetings. The Company provides free stamp-duty affixing services to shareholders' proxies at the registration counter to provide convenience to shareholders by reducing their burdens. 	<ul style="list-style-type: none"> The Company honestly carries out its duty and takes actions with caution and fairness to shareholders for the maximum benefits of shareholders on the overall. Comprehensively and accurately presenting the Company's situation, operating results, financial information, accounting information, and other issues on a regular basis. Reporting to shareholders in equal manner about the Company's tendency both in negative and positive aspects based on possibility determined with adequate and reasonable information. If an event may affect the Company's stock price, shareholders' investment decisions, rights or benefits, the Company shall disclose information on the said event via its website and the Stock Exchange of Thailand's portal in order for shareholders to receive adequate information of the Company in a timely and equal manner. There shall be no use of the Company's inside information for personal benefits or the benefits of any other person. Neither shall the Company engage in activities that may constitute conflict interest. The Company must treat all shareholders equally at shareholders' meetings.
<p>Competitors</p> 	<ul style="list-style-type: none"> Tel: Pruksa Contact Center 1739 Email: cg@pruksa.com Line@: pruksacg Letter to: Group CEO or chair of the Audit Committee 	<ul style="list-style-type: none"> Complying with good competition framework. Not seeking competitors' trade secrets via dishonest or inappropriate means for the Company's business advantages. Not raising slanderous accusations or defaming competitors. Not entering any contract or agreements that will unreasonably wipe out competitors. 	<ul style="list-style-type: none"> Supporting/ promoting policies on free and fair trade competition, not monopolizing, and not requiring vendors to sell the Company's products only. The Company shall not illegitimately and unethically acquire competitors' information.



Material Topics

GRI 102-32, GRI 102-46, GRI 102-49

Materiality Analysis

1. Identification

Pruksa has set out its material topics in line with the Global Reporting Initiative: GRI Standards, The Set's Thailand Sustainability Investment (THSI), and the UN's Sustainable Development Goals: SDGs while also took into consideration of the Company's key sustainability issues, be it internal sources (goals and business plans), and external sources (stakeholders' evaluation and decision through interviews, talks, meetings, and informal questionnaires of each group of stakeholders), as well as the economic, social, and environmental impact.

2. Prioritization

Pruksa prioritized and analyzed the impact and expectation issues of all groups of stakeholders as well as the sustainability trends on real estate and construction businesses, and sets out the materiality on sustainable development. Then, scores would be given to each issue according to the level of importance in the Materiality Matrix. The vertical axis represents the level of influences towards stakeholder's evaluation and decision, and the horizontal axis shows the level of significance of the impact on the economy, environment, and the society.

3. Validation

The Sustainable Development issues of Pruksa Holding PCL were considered and approved by the executives, and were published in the Company's Sustainable Development Report and website.

4. Review

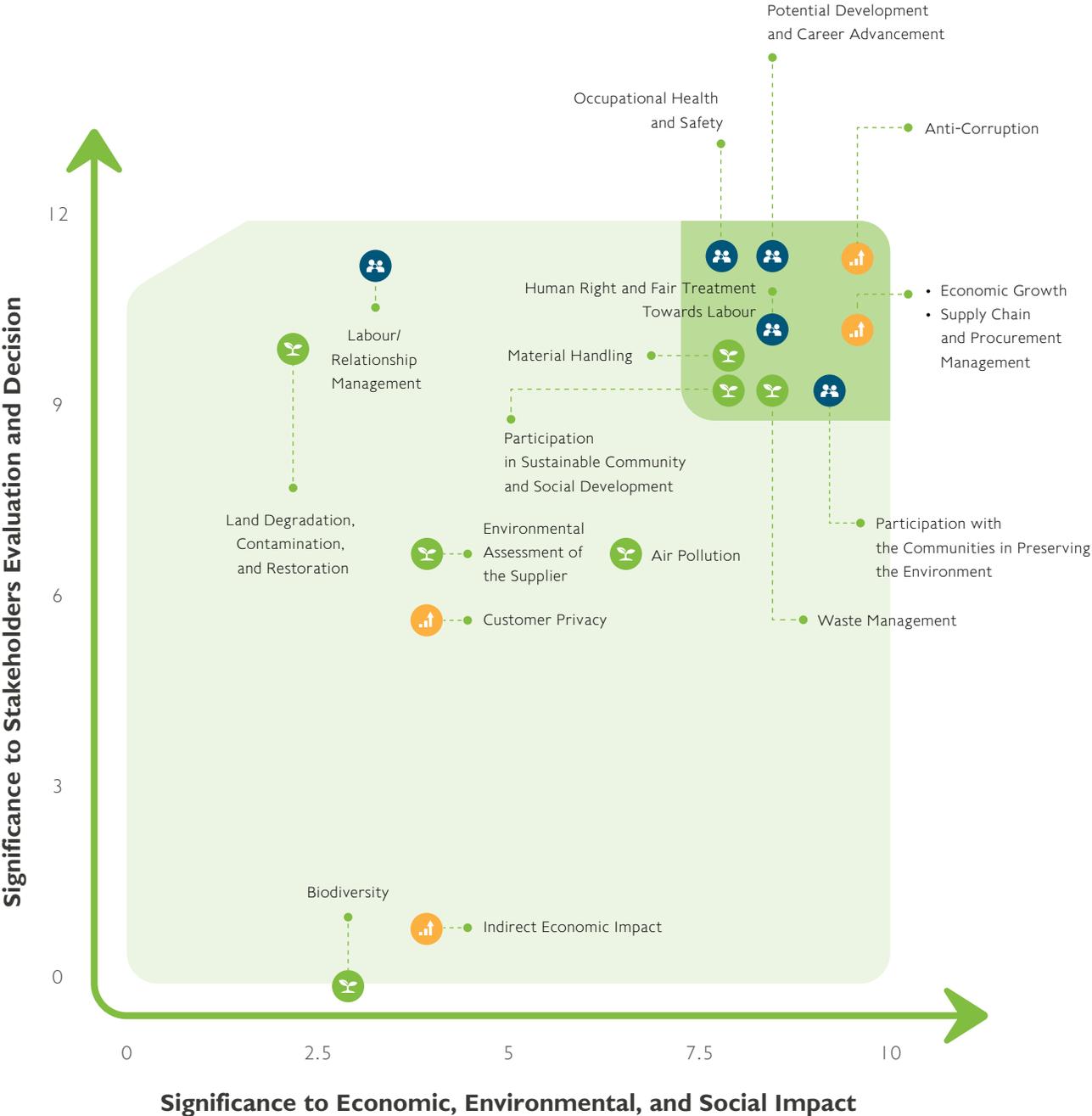
Pruksa regularly holds meetings with the executives to review the sustainable development issues that have influences on stakeholder's evaluation and decision, and are significant towards economic, social, and environmental impact.

Economic Issue 	Environmental Issue 	Social Issue 
<ol style="list-style-type: none"> 1. Economic Growth 2. Supply Chain and Procurement Management 3. Anti-Corruption 	<ol style="list-style-type: none"> 4. Material Handling 5. Waste Management 6. Participation with the Communities in Preserving the Environment 	<ol style="list-style-type: none"> 7. Human Right and Fair Treatment Towards Labour 8. Occupational Health and Safety 9. Potential Development and Career Advancement 10. Participation in Sustainable Community and Social Development

Material Topics and Boundaries

Issues	GRI 102-47 List of Material Topics	Impact on Stakeholders		Topics	Pages
		Internal	External		
Economic	GRI 201: ECONOMIC PERFORMANCE 2016	Executives/ Employees	Shareholders, Creditors, Suppliers/ Contractors	Economic Value	48
	GRI 204: PROCUREMENT PRACTICES 2016		Suppliers/ Contractors	Fair Procurement Management	64-69
	GRI 205: ANTI-CORRUPTION 2016	Executives/ Employees	Suppliers/ Contractors	Anti-Corruption	70-76
Environmental	GRI 301: MATERIALS 2016	Executives/ Employees	Customers, Suppliers, Community, and Society	Environmentally-Friendly Resources Management	83-86
	GRI 306: WASTE 2020		Customers, Suppliers, Community, and Society	Waste Management	94-98
	GRI 307: ENVIRONMENTAL COMPLIANCE 2016	Executives/ Employees	Community and Society	Complaint Management for Ideal Environment	99
Social	GRI 401: EMPLOYMENT 2016	Executives/ Employees	Suppliers/ Contractors	Employment Ethics	101-106
	GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	Executives/ Employees	Customers, Suppliers/ Contractors	Ensuring a Safe and Healthy Workplace	118-127
	GRI 404: TRAINING AND EDUCATION 2016	Executives/ Employees		Trainings and Staff Efficiency Improvement	107-109
	GRI 413: LOCAL COMMUNITIES 2016		Community and Society	Care for the Society and Provide Good Opportunities	128-132

Materiality Matrix





ECONOMIC



SHARING OUR HOME & HEALTH LITERACY,
CARING FOR QUALITY OF LIFE AND WELL-BEING





Sustainable Business Strategy

GRI 103-2

Pruksa Holding has clearly defined business strategy for sustainability and earnestly put it into practice within the organization through Strategic Initiatives as follows:



Portfolio Management

To manage business growth simultaneously with risk management of each product group in accordance with the growth of the property market in order that Pruksa can adjust to the economic conditions in a timely manner.



Asset Management

To manage the organization's cash flow in the challenging condition for marketing based on the country's economic overview and COVID-19 situation.



Sale Channel & Innovation

To use online tools and data source to help make the sale of products.



Beyond Product & Service

To improve design innovation and customer service in accordance with different demand of each lifestyle.



Quality Excellence

To improve the quality of products and services, which is an important factor in creating sustainability for Pruksa's business.



Strengthen Partnership

To improve the competency and capability of construction contractors, who are important business partners, to be able to grow along with Pruksa sustainably.



Health Service Integration

To improve the cooperation between Pruksa Real Estate and ViMUT Hospital to create products and services that promote good health for customers and support aging society.

In the year 2020, the Company assigned the Top Management in each related line of work to be responsible for the implementation of the aforementioned strategic initiatives which is specified as KPIs; from the Corporate KPI level, the Top Management KPI level to the operational level of each related line of work to ensure that the strategic initiatives will achieve full efficiency.

GRI 103-3

The implementation of the strategic initiatives in 2020 has achieved satisfactory results; where the result of operational KPI is at 97.86% creating a positive impact to the organization in terms of inventory cost reduction by 36%, sales from online channel of approximately 6,000 million baht, development of contractors to become major contractors, decrease in defect per unit, and reduction of customer complaints. The products and services can be sold by the precast factory which will start generating income in 2021.

Economic Value

GRI 103-1

Pruksa Holding Public Company Limited is a holding company. Its revenues mainly come from dividends acquired from its subsidiaries or associated companies in which it will invest in the future.

GRI 103-3, GRI 201-1

Economic Details Year 2020



Note: Payments to government refer to corporate income tax of 842 million baht, specific business tax of 1,087 million baht, and transfer fees of 108 million baht. The total payments were at 2,037 million baht.

Sources : Annual Consolidated Financial Statement 2020 and Annual Report 2020



Tax Operations

Pruksa managed tax operations in compliance with relevant laws as follows:

- Providing training to employees in charge of Pruksa's tax responsibilities.
- Monitoring tax-related laws and regulations so as to ensure full compliance.
- Analyzing impacts from changes made to tax-related laws and regulations in order for Pruksa to prepare plans to deal with imminent impacts.

Pruksa paid corporate income tax as well as other taxes in compliance with the Revenue Department's regulations both in Thailand and overseas.





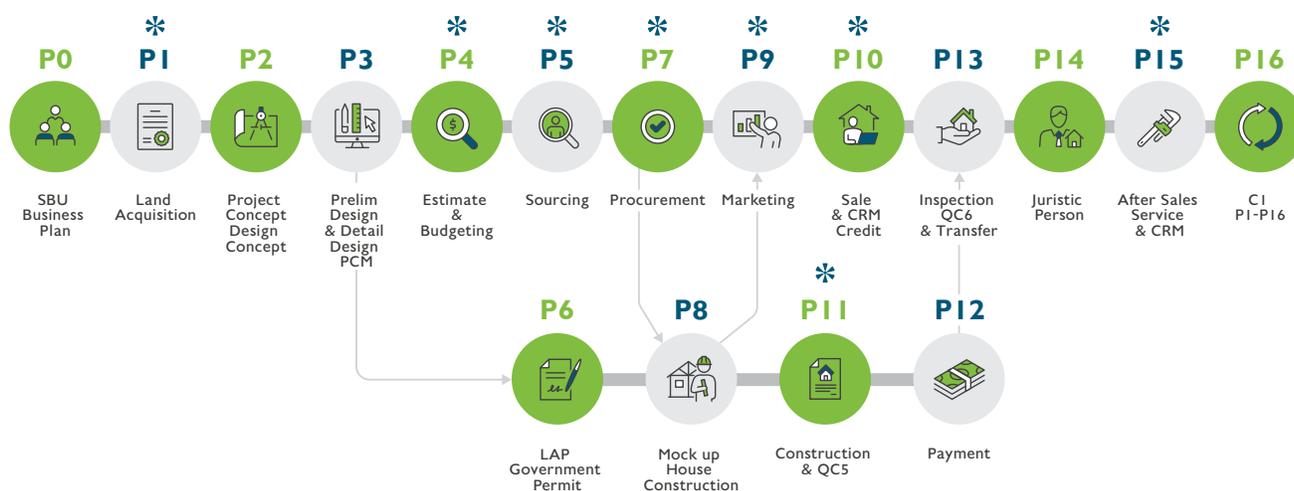
Success in Supply Chain Management

GRI 103-1

An important factor in developing the business to keep pace with the change is the smart supply chain management. Pruksa has the operational standard covering whole business chain with 16 main operational processes (Process: P), starting from the first (P0) to the last process (P16) as follows:

GRI 102-9, GRI 103-2

Pruksa's 16 Quality Operational Processes



Remarks: *The additional supporting processes are Human Resource Development, Corporate Secretary, IT, and Good Corporate Governance.

Working Process	Details of Quality Operation
 P0	<p>SBU Business Plan: Project Feasibility Study 1</p> <p>The study of land location having the potential for marketing and financial return to stakeholders as per the Company's standard.</p>
 PI*	<p>Land Acquisition: Negotiation on Land Purchase for Project Feasibility Study 2 and Land Purchase Approval</p> <p>The Company's land acquisition process focuses entirely on potential land plots that would be value-added assets and generate value to the residents by choosing to purchase the potential land plots of the land owners who are willing to sell without any types of forces or wrongful methods, and the potential land plots without any illegal case. The Company's representatives participate in the negotiation to ensure everything is transparently done in accordance with the Company's standard, rules, and regulations.</p> <p>The Company also purchases the land plots for material transportation and construction team. If the roads are damaged, the Company intends to repair them and improve the condition of the area to ensure that the surrounding communities and the project's customers are not affected during the construction process.</p> <p>The land acquisition/ purchasing process is divided into 8 sub-processes (P0-P8) which are submitted to the Boards so that the stakeholders (personnel involved in the process both internal - the Company's employees, and external - land owners, agents) could have mutual understanding and proceed with proper execution.</p>
 P2	<p>Project Concept Design Concept: Project Concept and Project Feasibility Study 3</p> <p>Right after the Company acquires the land for project development, the design team would carry out the next process including project concept design and layout, infrastructure, and types of housing with pleasant concept and best use of land. Moreover, the layout of the house is properly designed in accordance with the land allocation law and the landscape architecture principles. This is to optimize the project with quality, positivity and low maintenance requirement.</p>
 P3	<p>Prelim Design & Detail Design PCM: Designer Recruitment and Housing Design</p> <p>The housing design emphasizes comprehensive functions for quality living and the selected materials are convenient to use, cost effective, easy to maintain, and durable with best quality. Also, wastewater treatment and drainage system are designed based on sanitation principles to help save the environment. The customers will be provided with the manual to ease their lifestyles and extend the lifespan of various parts within the house.</p>
 P4*	<p>Estimate & Budgeting: Estimated Project Price (Median) and Project Budget for Project Feasibility Study 4</p> <p>Price estimation is performed as per project designing and budgeting. This process is divided into 6 sub-processes (P1-P6) which are submitted to the Boards so that the stakeholders (personnel involved in the process both internal - the Company's employees, and external-Land owners, Agents) could have mutual understanding and proceed with proper execution.</p>



P5*

Sourcing: Seeking and Selecting Contractors

The contractors or suppliers whose products meet the housing design with good pre- and after sales services are selected mainly for quality projects and houses. The procurement process based on bidding or e-Auction is applied to ensure the transparency and reasonable price. Moreover, the contractors or suppliers with good performance and potential will be considered to work with the Company in the future projects.

This procurement process is divided into 9 sub-processes (P0-P8) which are submitted to the Boards so that the stakeholders (personnel involved in the process both internal-the Company’s employees, and external-Land owners, agents) could have mutual understanding and proceed with proper execution.



P6

Government Permit: Request for Permission

The Company would proceed with the request for permission to operate all relevant types of work properly in accordance with the laws and regulations, and also strictly follow them.



P7*

Procurement: Auction and Hiring of Suppliers

The auction takes place for the hiring process of material suppliers to ensure that the Company gets the best qualified supplier who can deliver the products of good quality with reasonable price and excellent services in accordance with the terms and conditions of employment.



P8

Mock-up House Construction: Construction of Sales Office and Mock-up House

The initial construction process begins with soil filling, infrastructure, and mock-up house construction. The process focusses on following the project plan with no threats to the surrounding communities. The assigned project manager will be responsible for receiving complaints (if any) and speeding up the process to solve the problems.



P9*

Marketing

The media for the project advertising would be used in accordance with the laws relating to the consumer protection. The Company has a central marketing team to examine and filter the information before disseminating publicly advertising words for fairness to the customers and stakeholders. This also includes the advertising boards that will not cause any disturbance to the environment and any danger to the commuters.



P10*

Sale & CRM Credit: Sale and Consultation on House Purchasing and Housing Loan for Customers and CRM Service

Truthful and correct information is provided to the customers for their decision making to purchase houses. In addition, the Company intends to facilitate the customers for the housing loan by cooperating with financial institutions so that the customers can get the most benefits from the conditions of each financial institution.

Moreover, new sale channels are developed such as sales through agents both inside and outside the country. The consultation on housing loan is provided in Win Back project for the customers with financial problems, and also CRM database is developed to maximize the increase of potential for sale.

Working Process	Details of Quality Operation
 <p>P11*</p>	<p>Construction & Quality Control: Construction of Project's House and Infrastructure and Quality Control</p> <p>During the construction, the Company will supervise the impact on the surrounding communities such as nuisance noise, water drainage, and dust from the construction process. However, the dust arising from the Company's construction is lesser than that from general construction because the modern construction technology is used in the project's construction by producing precast sheet (prefabricated reinforced concrete) in the plant. Each precast sheet is inspected thoroughly that helps reduce the pollution emitted both directly and indirectly from the construction and transportation (greenhouse gas), and the amount of waste within the project. This process ensures the houses of premium quality before delivering to the customers.</p>
 <p>P12</p>	<p>Payment: Payment for Contractors according to Work Progress</p> <p>The payment is approved for the contractors based on actual work progress, and the contractors will be clearly informed of the payout cycle.</p>
 <p>P13</p>	<p>Inspection Quality Control & Transfer: Acceptance of Customers and Transfer of Ownership</p> <p>The customers perform the inspection and acceptance of the products. With the unceasing improvement of the project quality from the design to the construction process, a number of corrections/ errors notified by the customers tend to decrease.</p>
 <p>P14</p>	<p>Juristic Person: Property Management and Housing Juristic Person Management</p> <p>For the housing estate management starting from before first moving in, during residency, and transfer of management responsibility to the juristic person, the Company hires a specific agency to take care of the public utilities and public services, e.g. lighting system, water drainage, cleanliness in the project, roads and parks, and security system. Especially for the security guards, the Company gives most importance to the employment of qualified security companies and constantly monitors their performance to ensure the safety of the residents in the project. At present, a number of insecure issues within the project are significantly reduced.</p>
 <p>P15*</p>	<p>After-Sales Service and Building of Good Relationship with Customers: After-Sales House Repair Management and CRM</p> <p>The Company clearly specifies the repair and maintenance standard in terms of the quality and time spent on each task which is in compliance with Service Level Agreement (SLA). Each and every request for repair service must be entirely recorded in the system-stored as the operational data and information for related parties for better, complete, and on-time services to the customers. During the process of before-during-after repair service, the customer service team will keep in contact with the customers to provide them with a constant update on the repair and to get their evaluation of the service. The evaluation results would always be reported to the Company's executives for further improvement. As a result of this efficient service, the customer's satisfaction has significantly increased.</p>
 <p>P16</p>	<p>Continuous Improvement Process and Supply Chain (Revert to PI-P16)</p> <p>The Company keeps reviewing each working process and unceasingly improves the operation through various activities such as Innovation Awards, and Improvement Awards, which are conducted by the Innovation Center. In addition, the activities of improving production quality and material quality are carried out directly by the Continuous Improvement (CI) and Quality Assurance (QA) in order to jointly deliver the products of good quality to the customers.</p>

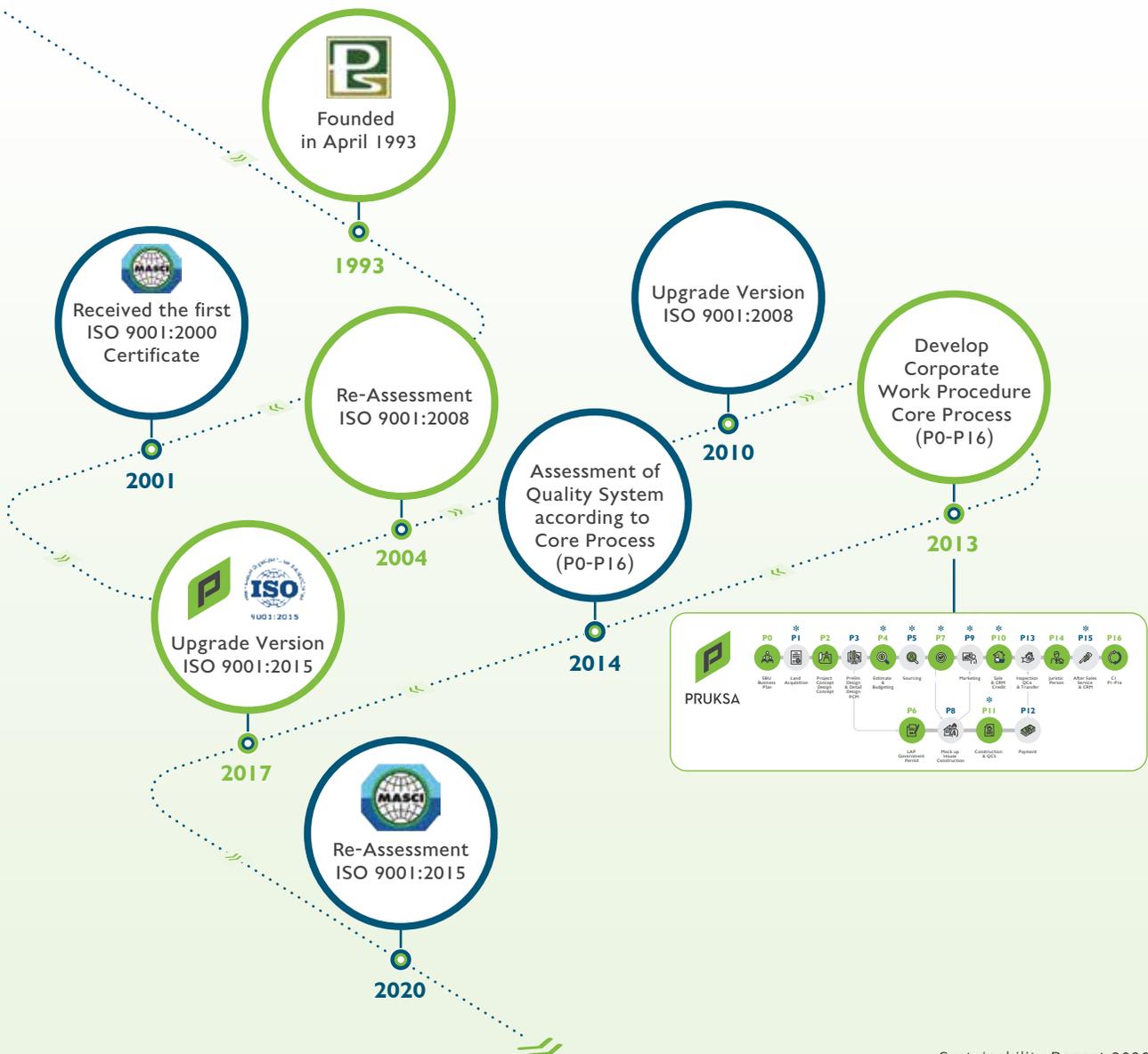


Towards the Excellence of Quality Management System

Pruksa has been continuously developing its business. For this reason, the Company has been certified for ISO 9001 Quality Management System since 2001, and has concentrated on maintaining its standard up to now. Every year, the Quality Management System audit is conducted by the Management System Certification Institute to enhance the exceptional efficiency and quality of the organization.

The Company ceaselessly develop the quality of its business while efficiently work with all stakeholders throughout the supply chain. Accordingly, in 2020 reassessment for ISO 9001:2015 Certificate No. QMS01192/443 was granted by the International Organization for Standardization on March 24, 2020, and valid until March 24, 2023

The Development of the Quality Management ISO 9001 at Pruksa





Work Process Development toward International Standard

There has been redundancy in work process due to the existence of several work systems and information scattered over several databases. Such redundancy affects the efficiency of the Pruksa as well as its employees, posing obstacles, causing delays, and depriving decision makers of timely and accurate information. Importantly, work burdens from redundant work systems affect the happiness of employees.

Pruksa does not ignore such big problem. To beat complicated and redundant work process on a sustainable basis, the Company has initiated the Streamline Project for a comprehensive overhaul and a total solution. It can be said that the Streamline Project is the biggest effort to improve the Company's work process. Integrating technologies and leveraging collaboration from staff, the project roars ahead for the goals of holistically increasing work efficiency, reducing stress, and boosting employees' happiness, which has always been prioritized by the Company.

Work Process Development in Pursuit of 5S



Management Process by Streamline Project

To synchronize work procedures of the whole system, it is necessary to engage the whole workforce by assigning Users & Team Leaders as co-owners of the project. Also brought on board are high-level executives who have the power/ duty to check and approve the project's work plans. Under the Streamline Project, lines of work are clearly categorized as workstreams.

No.	Workstream
<p>1</p> 	Budgeting & Planning is the business planning and implementation monitoring process.
<p>2</p> 	Accounting & Report is the process related to bookkeeping, cost, and assets, etc.
<p>3</p> 	Project Finance is the budgeting and budget-efficiency control process.
<p>4</p> 	Procure to Pay is the process of planning short-term/ long-term procurements, procurements, and bidding.
<p>5</p> 	Sales to Cash is the process of marketing, A&P planning, sale, and transfer.
<p>6</p> 	Supply Chain Planning is the process for all operations namely land purchases, designs, acquisition of permits, construction of show units, constructions of horizontal and vertical structures, procurement planning, inventory control, quality control and warranty, after-sale services, legal-entity management, submission of projects, house repairs, and infrastructural repairs.

Stages of Streamline Project: It has three phases:

Phase 1: Business Process Improvement In this phase, Business Process Workflow is entirely revamped with users or employees in the process analyzing problems they face at work and recommending ideas about how to improve the workflow so as to remove obstacles and increase efficiency both in areas related to their jobs and others for the purpose of integration. Their recommendations are subject to review and approval of executives so as to ensure that the practicality of recommended solutions. This phase takes about 10 months.

Phase 2: Implementation & Go Live In this phase, a system is developed based on the approved recommendation, using SAP, HANA, or necessary Non-SAP systems as framework. The whole process has the same set of information. The newly-developed system is then tested to determine if its efficiency meets intended goals. After the test is completed, employees receive training on how to use the new system. Following the training, the new system goes live or is launched for real use. This phase takes about 10 months.

Phase 3: Post Go Live After the launch, a team will be on standby to provide support and solutions should any problem arises. The team will be active until the new system is fully put in place and functions perfectly. This phase takes about three months.

Benefits of Streamline Project



Time Saving: As all units work in the same system, redundant works reduce. Work flows faster and more conveniently thanks to the integration of automated system too.



Time & Cost Efficiency: As most information is digitalized, all units can easily share information. Paperwork also reduces in the process, saving time, saving paper, and easing global warming.



Better Communication: With such centralized system, all employees are connected and communicate better on top of having phone conversations.



Authorization Tracking: With clear workflow, employees can check how much their tasks have progressed in the whole process and if they have already got a necessary approval.



Qualification Analysis: Because of real-time and automated work process, it is possible to open a monthly account sooner paving way for faster and more accurate analyses. Executives then have necessary information to make decisions in a timely manner.



Sustainable Innovation

With its care for the quality of life and well-being, Pruksa commits to ceaselessly developing innovations to satisfy each group of stakeholders with varied needs. In 2020, the challenge of Pruksa was the development of innovation “Pruksa Living Tech” to be consistent with the new normal ways of life. The innovation still reflects very well the organization’s goal of “Pruksa...Heart to Home”. The innovation was adopted in townhouse, single detached house and condominium approximately 20 projects resulting in the better quality of life of both our residents and the Company.

PRUKSA LIVING TECH for a Perfect Quality of Life

Pruksa Living Tech is a technology that does not only aim at fulfilling the real needs but also combines technology and nature to create a quality and balance habitation, as well as a perfect living condition for customers. It comprises the following four key components.



HEALTHY
Creating a Balanced
and Healthy Living



GREEN
Designing Good Society
and Nice Environment



SAFETY
Enhancing Security
and Peace of Mind



SMART
Providing Comfort
in Digital Age



Passorn Romklao-Ramkhamhaeng



Ventilation System

Lobby Area



Fitness

Fully Equipped More Comfortable with an Area of 80 Sq.m.



Saltwater Pool

Free ff Chlorine, Safe for all Ages



Wellness Solution

Ramp for Elderly or Disabled Wheelchairs

I. HEALTHY: Creating a Balanced and Healthy Living

Thai people need a healthy living condition. So, various innovations are developed, among which is the O₂ System that helps add oxygen in the common area and reduce PM2.5 dust particles that is a silent threat to urban habitats' health. Other innovations are such as the Wellness Solution, Pruksa Precast, salt chlorinator



The Tree Din Daeng–Ratchaprarop

2. GREEN: Designing Good Society and Nice Environment

Out of its caring for society and the environment, Pruksa designs for quality living. Pruksa Fresh Air is an innovation of breathing house where the air is circulated for ventilation in the house. Apart from creating a cool and fine atmosphere, it helps reduce energy consumption through the use of solar cell system in common area. Other innovations are such as the vertical green wall, LED light, and skylight that contribute to increasing green areas and promoting clean energy.



Solar Cell
Energy Saving Panel Central Electricity



LED Lighting



Vertical Green Wall
Natural Design Curtains Help to Reduce Noise and Dust



Access Control

Control of Entrance-exit of the Project through License Plate Number Reading Camera System, Automatic Car for the Convenience and Safety of the Residents



CCTV

Security System with CCTV Around the Project (Main Road Entrance-exit)



Visitor & Residence Path

For Safety and Convenience of the Residents



Double Gate

Safe for Every Entering and Leaving the Project

3. SAFETY: Enhancing Security and Peace of Mind

Recognizing the need for safety and peace of mind among the habitants, Pruksa enhances the security system and various warning systems starting from project entrance to the inside of the house, e.g. door & window magnetic sensor, CCTV, smart camera/ IP camera, smoke detector, digital door lock, triple gate, access control, and security pad control, etc.



Passorn Romklao-Ramkhamhaeng

4. SMART: Providing Comfort in Digital Age

Pruksa satisfies the modern lifestyle and facilitates the digital age through smart technologies, e.g. home automation, in-unit wellness, sensor lighting, USB plug, smart switch, smart mirror, smart locker, and Wi-Fi in the common area.



Smart Home Automation
Electrical Appliances Control System via Smartphone



Smart Switch
On-off Light Switch by Touch or via Smartphone



USB Plug
The Power Plug that Support USB Convenient for Every Use for a More Convenient Life



Fair Procurement Management

GRI 103-1

Pruksa places great importance on strategic procurement management and supply chain management emphasizing the quality of products and services by establishing risk management process that covers the environmental, social, and corporate governance aspects to set the management approach in line with the risk level. The legal requirements and quality management systems are included to prevent and reduce risks that may impact the quality, quantity, and delivery of products and services as well as the trust of the stakeholders in the operation of the organization.

Moreover, Pruksa–Supplier Sustainable Code of Conduct for suppliers and Pruksa Purchaser Code of Conduct for employees have been established for both suppliers and employees to adhere to and strictly comply with. The content and scope of the practical guideline are under the relevant rules, regulations, and laws covering the aspects of business ethics, human rights, occupational health and safety, and environment in accordance with 4 principles as follows:



Worthiness

Suppliers and employees of the Company shall consider the cost, quality and potential impact of current and future procurement by considering the comparison of various options and other related factors such as marketing, finance, technology, and environment. The significant factor in making decision of procurement is not always based on the lowest price, but takes the value score as a priority in the supplier selection process.



Fairness and Transparency

The Company’s suppliers and employees shall conduct the procurement process openly and provide the opportunity for all suppliers to compete fairly by considering mainly the qualifications and competency to accept the jobs of the suppliers’ various work groups. The Company also provides the opportunity for stakeholders, experts, and assigned departments to be sufficiently and equally informed of the procurement information in a timely manner. The executives and/ or the procurement committee appointed by the Company shall be notified of the selection results as well.



Efficiency and Effectiveness

The employees shall consider clearly the requirement of the procurement by taking into account various market conditions and direction at that time as well as the benefits to be obtained from the analysis and planning to determine the goal of selecting the most useful and appropriate form of procurement method for the situation at that time. The procurement evaluation should also be carried out on monthly, quarterly, and yearly basis in order to improve and correct any deficiencies occurring in the process.



Responsibility towards Success of Work

The employees shall adhere to the principles of responsibility towards the ethical standards or professional ethics and take into account the justice, efficient and quality exercise of authority, and shall be accountable for the results of their performance as per their roles and responsibilities. The evaluation is based on the opinions of related stakeholders of the departments and procurement process.

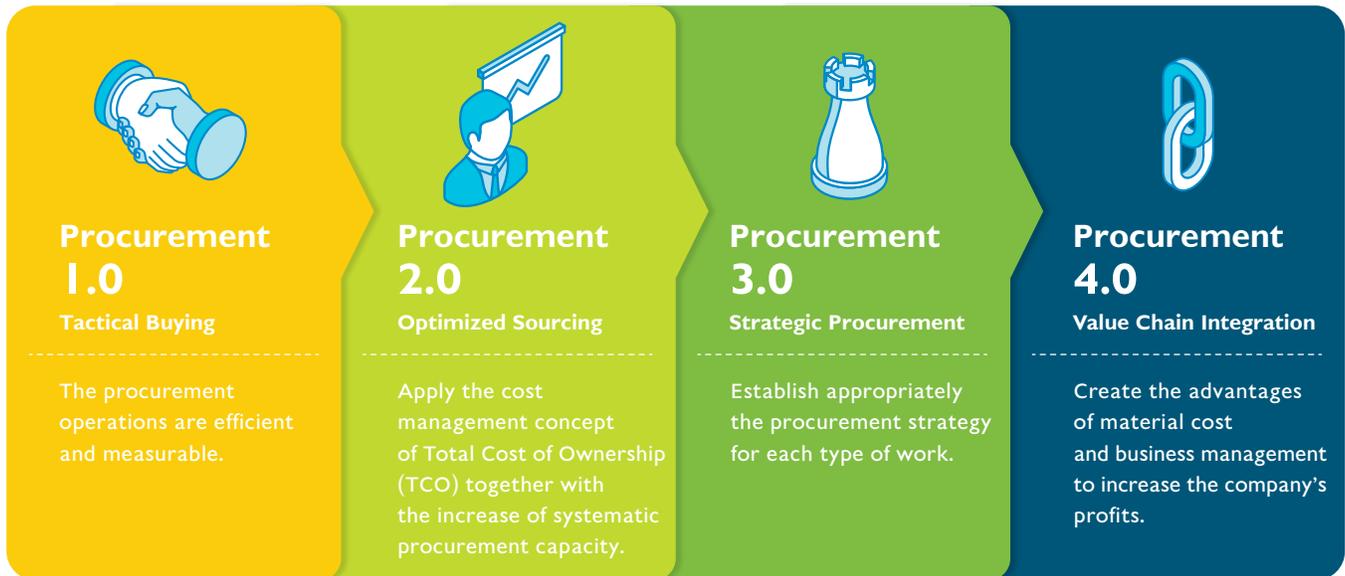
Enhancement of Procurement 4.0

The procurement management and supply chain management currently adopt the concept of Thailand 4.0 to formulate the development strategy for “Procurement 4.0” project, and to be used for sustainable development planning that affects the procurement in both strategic and operational aspects. This will be a compass for procurement strategy of new era and lead the Company to “World Class Procurement” with three pillars as follows:

- 1 Administration for maintaining business continuity “Continuity of Supplies (Speed)”
- 2 Procurement cost management for maximum efficiency “Best Terms in the Market (Cost Saving)”
- 3 Transparent and verifiable procurement management “Value Creation (Transparency)”

In this regard, good technology and algorithms will help Procurement 4.0 proceed according to the plan by collecting, evaluating, and analyzing efficiently a large amount of data. The results of data analysis can be applied to understand the suppliers, market and customers, market trend forecast, and to detect working failures of the implementation plan, materials, machinery, and products. This enables the Company to make better decision and automatic procurement decision.

Procurement 4.0 means the development of new values, response to new business requirements, data integration from all departments, and various value chains, all of which will be used proactively. The most important thing of the procurement department is that it must be able to cope with the challenges and opportunities in the expansion of digital revolution of the company in the future.



Target



The Company manages the procurement costs for maximum efficiency by setting the goal of Cost Saving 2020

at 8.81%

Cost Saving 2020 was **9.4%**

* The performance increases from 2019

by **0.59%**

Procurement Ethics

The employees of the Company who performs the procurement duties shall strictly adhere to and comply with the following code of conduct:

- Employees shall consider the benefits of the business.
- Employees shall listen to the opinions of their colleagues and related parties.
- Employees shall perform the procurement without prejudice in order to bring value to the expenditures that have been paid.
- Employees shall seek knowledge of materials, technology, market conditions, and production process.
- Employees shall honestly and sincerely perform trading activities.
- Employees shall politely welcome both internal and external suppliers.
- Employees shall accept the obligations of their own and others.
- Employees shall avoid unfair practice.
- Employees shall provide advice and guidance to buyers.
- Employees shall give cooperation to all departments.

GRI 103-2

Practical Guidelines towards Suppliers

Pruksa is well aware of the employees' fair performance of duties towards the stakeholders for efficient operating results based on the following practical guidelines.

- Employees shall professionally and fairly perform their duties, and reject inappropriate offers or suggestions in exchange of personal benefits in the procurement process.
- In case the procurement is conducted through the Companies of employees' relatives, close friends or the Companies in which employees have capital relationship and/ or are legal and/ or factual partners with the vendors, the employees shall notify their supervisors so that the supervisors can assign other employees to perform duties on their behalf.
- Executives with procurement authority shall use discretion in giving advice, suggestions, and listening to the opinions of employees.
- Executives with procurement authority shall control, inspect, and ensure strict compliance with the code of conduct. If any unethical practices are found, the executives shall conduct an investigation and consider disciplinary action according to the procedures.

GRI 204-1

- Employees shall promote the procurement of goods and services from Thai entrepreneurs or affiliated companies or subsidiary companies, and associated companies.
- Employees shall procure products and services systematically and properly in accordance with the academic principles by maintaining tight control and adjusting the procurement methods to be in line with the constant changes of business conduct.

Confidentiality of Company Information

Suppliers and the Company's employees shall be responsible for maintaining various documents and information relating to the procurement process, such as technical information, materials, important operational documents that enable the Company to maintain its business advantages, sale price offer of vendors, technical feature comparing documents, prices, and various contracts, which are considered as the Company's secrets and prohibited from being disclosed to others. If any persons are found violating such action, the Company will immediately take action against them.

Prevention of Conflicts of Interest

Conflicts of interest from the procurement process may occur when employees place greater importance on their own benefits than the Company's or when they commit responsive practices to each other in business, and exercise the authority granted by the Company as a buyer to claim any other benefits from the vendors, such as any other benefits affecting the employees' decision on the selection of vendors, selection of products and/ or services or negotiation to conclude the order with the vendor's company.

Forms of Conflict of Interest



Gift or Gratuity

Accepting gifts or gratuity with a value of more than 1,000 baht from the vendors is considered inappropriate and should not be done because it may affect the Company's image and show non-transparency and unfairness of employees, except for the gifts and gratuity that the vendors have prepared only for sale promotion and marketing.



Kindness and Friendliness

Employees shall not ask for or accept any assistance or purchase anything with special discounts for themselves and their family members as well as accept the invitation to a trip or services for pleasure or exchange of any high-value things with the vendors. Employees may occasionally have lunch with the vendors during the business negotiation, but not regularly. In case the vendors invite them to have dinner and watch the shows for enjoyment on special occasions, such invitation shall be approved beforehand by the department manager.



Party

In case the employees are invited by a sales company to a party that is more costly than usual with entertainment activities or are regularly given undisclosed high-value vouchers by the vendors, this shall be considered as conflict of interest. The employees shall report to their supervisor or department manager before joining such party.



Bribes or Fraudulent Money Secretly Bestowed by Vendors

Employees shall not imply anything or negotiate or accept any form of bribes and/ or any other benefits from the vendors which will cause a loss of benefits to the Company. Such action shall be considered as serious violation of the code of conduct and an unethical practice, and the Company shall take disciplinary action and may take criminal prosecution against them as well. However, employees shall always be aware that accepting bribes from the vendors will not only destroy their own honor/ reputation but also damage the reputation and image of the Company.



Sample Products

Sample products with commercial values shall be returned to the vendors once the procurement process is completed unless the vendors notify that there is no need to return such products due to the fact that the products have low value or have been completely used up, e.g. chemical substances, etc.

Engagement with Suppliers

Building of Comprehensive Procurement Platform

The Company notifies the suppliers that B2P Blockchain Platform is brought into use in the procurement–billing–payment process for the suppliers and contractors of Pruksa Real Estate Public Co., Ltd. and its affiliated companies to enhance the efficiency of procurement process and make the accounting transactions more convenient and transparent in all steps.

The procurement process of B2P (Blockchain Solution for Procure–to–Pay) has been developed with the cooperation of Siam Commercial Bank in bringing the documents relating to the procurement–billing–payment process into digital Blockchain system that requires the cooperation from both purchasers and vendors. The information on purchase order and goods/ services receipt will be imported to the system by purchasers and the information on invoice by vendors in order that such information would be processed in the system and later inspected for payment.

Communication with Suppliers

Pruksa is well aware of the communication ethics. If employees lack moral communication, it may cause conflicts or adversely affect the business ethics. The practical guidelines are set as follows:

- Employees shall not give their personal information and the information of their family members to the vendors, such as address, home phone number, bank account number or personal email address.

- Employees are prohibited from giving the Company’s information or having business contact with the vendors via the vendors’ personal email address in any case unless approved by the department manager.

- Office phone, mobile phone number that has been approved for use, and the Company’s email address should be used only for the Company’s business contact.

- Employees have a duty to give only the information relating to their directly responsible work to the vendors. Disclosure of the Company’s information that is not under their responsibility and without any approval shall be considered as the violation of this code of conduct.

- Employees should notify the vendors to only proceed in accordance with the communication–related agreement stipulated by the Company.

The Company is well aware of the importance of fair treatment of suppliers on the basis of fair compensation of both parties. Thus, the Company organizes a seminar with the suppliers to build up the understanding of operating process and procurement based on turnkey contracts for both materials and wages.

Company's Suppliers Attending the Seminar 100%



GRI 414-2

Social and Environmental Responsibility

Employees shall comply with the policy on social and environmental responsibility which the Company has announced and may additionally announce in the future during collaborative business operation. Employees shall:

- Coordinate regularly between the vendors and the department of research and development and/ or the operation department of the Company and/ or Bureau of Quality, Safety and Environment on the work relating to the requirements or nature of products or services, and monitor the social and environmental impact assessment, as well as take every method to sustainably obtain such products and services.
- Contact the vendors who maintain business ethics and be regularly well aware of social and environmental responsibility of the Company. Avoid the vendors who operate the business without business ethics, such as oppression of labor, poor working conditions, ignorance of the employees' rights, bid rigging behavior, non-transparent business operation, disclosure of trade secret, bidding lower than the cost to undercut other vendors unfairly, threatening behavior, and corruption, etc.
- Notify the vendors to cooperate or collaborate with the vendors in carrying out social and environmental activities to be stably and sustainably in accordance with the objectives of business operation.
- In 2020, the Company communicated with the suppliers regarding the project retardation due to "COVID-19" situation that impacts the country's overall economy in order to control and prevent COVID-19 spreading.

Anti-Corruption

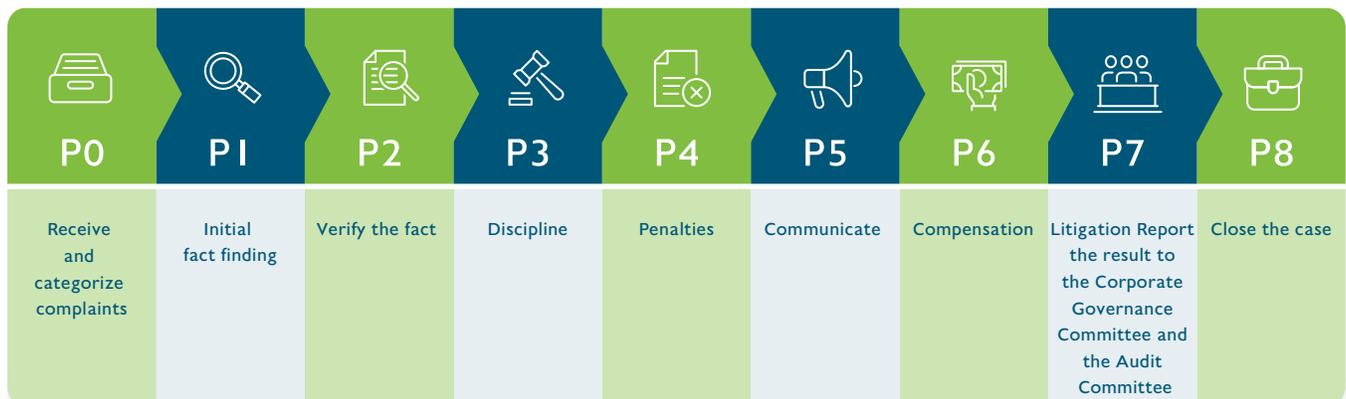
GRI 103-1

Recognizing that corruption is an obstacle to the country's social and economic development, destroys business ethics, leads to unfair competition, and reduces confidence among stakeholders. Corruption is internationally unacceptable. Aware of its depravity, Pruksa rigorously adheres to Thailand's anti-corruption laws. The Company also stipulated an essential business policy to not support any businesses, person or group of persons or those who have unlawfully participated, directly or indirectly, in exploitation of power and duty.

Pruksa has assessed the important risks of business groups that are currently in operation and then compiled a comprehensive control system to prevent corruption and its impact as follows:

GRI 103-2

Systematic Complaint Management Reduces Corruption



Major Risks that have been Assessed as Corruption

From assessing the risk involving corruption in the real estate business group and hospital business group, it was found that the Company has a corruption control system to prevent major risks from both internal and external entities, as follows:



Real Estate Business

Significant Risk	Description	Control System to Prevent Corruption
<p>Risk of bribery in requesting permission to proceed with land allocation and construction of buildings/ structures</p>	<p>The Company's business operations in developing residential real estate projects to deliver to customers must contact various government agencies, such as district office, land office or local authorities, to request permission to allocate land, construct buildings, open buildings (for high rise projects or condominiums) for use, and to issue condominium ownership documents. Thus, there may be a risk of being asked for or offering bribes for convenient and speedy implementation.</p>	<ul style="list-style-type: none"> Clearly set the anti-corruption policy/ measure and communicate them throughout the organization as well as to external entities that have to coordinate with the Company in order for them to know the policy concepts and obvious operating direction of the Company. Clearly designate the department and the person in charge of submitting the application or contacting government agencies to prevent the impersonation or benefits called for unrelated persons. It is the duty of the internal audit department to inspect the performance of the department. Hire an outsource to manage the request for permission on behalf of the Company to reduce the risks of benefit holding and corruption channel.
<p>Risk of bribery in foreign labor registration and welfare management</p>	<p>The shortage of labor in the construction industry affects the real estate business. To prevent the employment of illegal labor and contractors, the Company must coordinate with government agencies, such as Local Social Security Office, Department of Skill Development, Embassies based on the nationality of foreign labors, Department of Labor Protection and Welfare as well as Royal Thai Police and Department of Provincial Administration. Thus, there may be a risk of bribery to government officials by agents or third parties acting on behalf of the Company.</p>	<p>Announcements issued by the top executives to control the employment of illegal labors and to communicate to employees/ contractors as well as the signing of written employment contract in order to recruit legal labors before starting the operation and reduce the risk of requesting bribes from government officials and project workers.</p>



Significant Risk	Description	Control System to Prevent Corruption
<p>Risk of bribery in submitting the application for approval of establishment plan of medical facility for inpatients</p>	<p>To operate a private hospital, the application for approval of establishment plan of medical facility for inpatients shall be submitted for the consideration of Health Business Service Center, Department of Health Service Support, Ministry of Public Health prior to the construction. In the process of submitting the application for hospital operation and contacting government agencies, there may be a risk of offering or being asked for bribes for convenient and speedy implementation.</p>	<ul style="list-style-type: none"> • The Company sets the anti-corruption policy and measure of Pruksa Holding Public Co., Ltd. and subsidiary companies to show the intention to comply with Thai laws of anti-corruption to employees and stakeholders. • Establish a working group to supervise and control the operation according to ViMUT Hospital opening plan and monitor the progress in the meeting of VMC (ViMUT Management Committee). • Specify the job profile of personnel who have the main duty to coordinate with government agencies and are under supervision of specific business department with non-medical support. The internal audit department is to inspect their performance. • Hire an outsource with expertise in submitting the application for approval of the hospital establishment plan to coordinate with government agencies in order to submit the application and proceed the matters to reduce the risks and impacts that may be caused by using legal gaps to commit corruption.

Communication and Training on the Company's Anti-Corruption Policy and Measure

GRI 205-2

- A training course on Pruksa Ethics focusing on anti-corruption was organized for new employees on the orientation day in 2020. The Company prepared additional information on VDO for micro learning in order that the employees can watch it more conveniently. All employees have to pass the test and sign ratification.
- A CG test was organized to raise awareness of ethics and good corporate governance for executives and employees at least once a year. In 2020, a video presentation and actual case studies were additionally arranged to communicate and raise awareness on corruption to employees.
- A questionnaire about disclosure of relationship information of executives and all employees was arranged so that the Company can supervise good and transparent corporate governance that is fair to all parties.
- CG NEW NORMAL DAY in 2020 was organized under the title of “New Normal and (Dhamma) Work”. This new form of activity was conducted through YouTube Live for watching on notebook screen or smartphone, and created the participation of personnel of all levels in the organization. Directors and top executives of the Company also gave presentation and points of view to employees, who sent their work to the activity and joined in answering various questions, in order to raise moral and ethical consciousness and good corporate governance throughout the organization.
- Zone Visit 2020: To comply with the current situation, a new activity of Site Visit New Normal was organized to train employees in the form of e-Learning with video presentation in order that the trainees of each project can easily listen to the presentation and enjoy watching and getting knowledge.



- Executives of Pruksa joined as a speaker in the seminar “An Ethical Business is...The Future” on Friday, January 24, 2020 at 12:30–16:30 hrs. at SCG conference room, The Siam Cement Public Co., Ltd., Headquarters, Bang Sue, to promote the club members of Thai Chamber of Commerce Code of Conduct and entrepreneurs to run the business based on the code of ethics and good corporate governance, and also to increase club member network.



- Communicate with employees to acknowledge and be aware of the importance of corporate governance and corruption through the Company’s public relations channels on a continual basis.
- The issue of corruption problem within the organization and penalties were communicated to executives and employees as a case study in order to raise awareness of anti-corruption consciousness and prevent employees from behaving unethically.

Support and Promotion for External Agencies to Join as an Anti-Corruption Network Partner

- The Company has been certified as Thailand’s private sector collective action coalition against corruption (CAC–Thailand’s Private Sector Collective Action Coalition against Corruption), and is a change agent to support and publicize small and medium–sized enterprises (SMEs) to join CAC–SME Project.
- The Company participated in the activity and supported the prizes for 2020 National Children’s Day festivity at Anti-Corruption Museum, Office of the National Anti-Corruption Commission.



Communication of Anti-Corruption Policy and Measure to External Organizations



- The Company has notified executives, employees, brokers, suppliers, and various financial institutions about the policy of not accepting any gifts “No Gift Policy” through public relations channels both inside and outside the Company, e.g. screen desktop, digital signage, and letters. There was also no policy to receive any form of financial support from financial institutions.



- Notify government agencies and other stakeholders about the anti-bribery and anti-reward policy.
- Notify suppliers and land brokers about complaint channels via the attachments to tender document, land sale methods, land registration agreement, rules for the purchase of land, and conditions according to good corporate governance.

GRI 103-3

Another Power of Anti-Corruption in Thailand

Pruksa has been certified as Thailand’s Private Sector Collective Action Coalition Against Corruption (CAC) thanks to the fact that the Company has clearly set the anti-corruption policy in order that the Company’s directors, executives, and employees can put it into concrete practice. The Company has also laid down the anti-corruption measure within the organization according to the guidelines of CAC.

Channels for Giving Clues/ Corruption Complaints

Pruksa has clear channels for giving clues/ corruption complaints to receive complaints from executives, employees, customers, and suppliers while providing fair treatment for all parties and protection for those who give clues about corruption. All complaints will be submitted for information to Chairman of the Board of Directors, Chairman of Executive Committee, Chief Executive Officer, Chairman of Corporate Governance Committee, and Chairman of the Audit Committee, and all complaints will be kept strictly confidential.

In addition, the Company determines to reward those who are involved in anti-corruption by giving clues to the Company. They will also be given a certificate of honor from the Company's top executive.



Channels for Giving Clues/ Corruption Complaints

 www.psh.co.th/ www.pruksa.com

Topic: “Complaint/ Whistle-Blowing/ Request for Fairness”

 CG@pruksa.com

 @pruksacg

 0 2080 1739 Ext. 48611, 08 4875 4784

 **Pruksa Holding Public Co., Ltd. (Headquarters)**
 1177 Pearl Bangkok Building, 23rd Floor,
 Phaholyothin Road, Phayathai, Phayathai, Bangkok 10400

GRI 103-3, GRI 205-3

Corruption Incidents in 2020

0% 
Corruption Target



In 2020, there were **10** corruption incidents, and all of them have been **100%** implemented according to the anti-corruption measure.





ENVIRONMENTAL



SHARING OUR **LIVING GREEN TECHNOLOGY,**
CARING FOR THE **ENVIRONMENT IMPACT**





Pruksa...Heart to Earth

GRI 103-1

Pruksa understands that its business processes can send impact to the environment. In a bid to achieve the Sustainable Development Goals, both at national and international levels, the Company fosters its employees to aware of and conserve the environment. From the offices, plants, to all construction project sites, the plans for resource usage that is worthy and environmentally-friendly are in place. Every activity must help reduce the greenhouse gas emission aiming at decreasing the global warming while driving Thailand towards the low-carbon society. Expertise from the Company's core business is utilized to develop products and services that promote the livelihood and quality of life of all stakeholders.



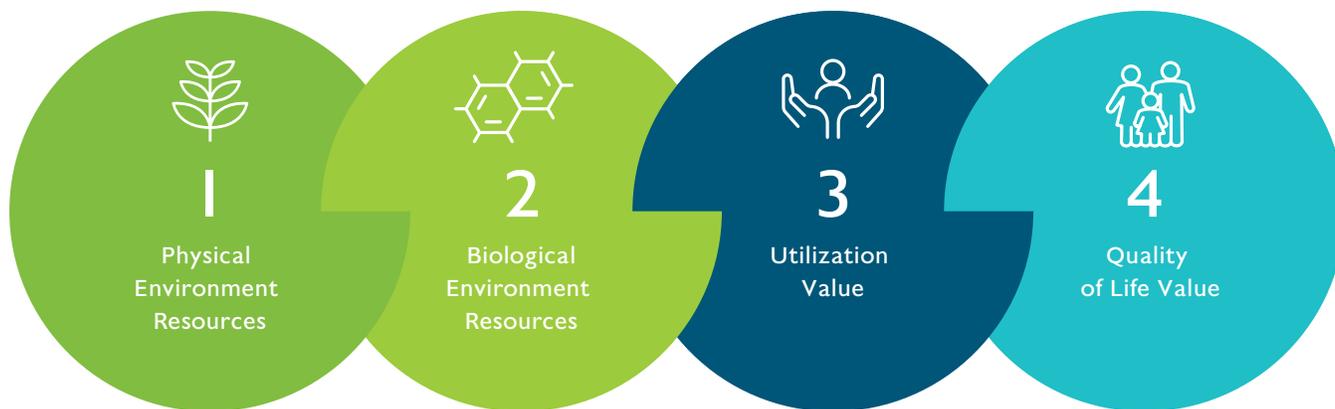


Taking Care of Environmental in Construction Process

GRI 103-1, GRI 413-2

Strictly adheres to the laws, Pruksa prepares and submits the Environmental Impact Assessment (EIA) Report to the Office of the Natural Resources and Environmental Policy and Plan in conformity with the Enhancement and Conservation of National Environmental Quality Act, B.E. 2535 (A.D. 1992). The Act stipulates that companies with activities in allocation of land for residential or commercial purposes with more than 500 land plots or with an area of over 100 rai, or companies that have set out the land area or the environmental measures, must submit the EIA report covering all 4 aspects to the Office upon applying for permission of land distribution. The report must be submitted before the construction starts, during construction, and during project implementation.

Pruksa Cares for all Aspects of the Environmental Impact



GRI 103-2, GRI 413-1

Environmental Implementation in Construction Projects

- Assign personnel for supervising the project wastewater, both during construction and after sales service period.
- Train and educate employees and suppliers about proper operation principles, how to record wastewater treatment system, and basic wastewater treatment inspection.
- Assess legal compliance and other regulations on the environment.
- Monitor daily air quality and give notice to employees on how to react, as well as request for budget to provide fine particle masks for employees.
- Inspect performance of employees and suppliers to comply with the Company's standard and relevant laws.
- Establish a policy from the management on the installation of secondary aerator of the wastewater system as a standard preventive wastewater quality control.
- Inspect machines and equipment within wastewater treatment system by an expert supplier.
- Implementation review by top management to ensure that the appropriate and effective environmental management system is in place.

Community Wastewater Quality Management Committee

With cares for wastewater quality management from projects, Pruksa controls and monitors the recording and reporting of wastewater treatment system to comply with the Enhancement and Conservation of National Environment Quality Act, B.E. 2535. In a bid to ensure the effective management of wastewater quality a community wastewater quality management committee was formed in accordance with the Announcement No. PS41/2562. The Committee, with members comprising representatives from related divisions, has the following duties and responsibilities:

1. Set policies and strategies, and consider work plan for wastewater quality management.

2. Coordinate and communicate the wastewater quality management plan to staffs working in operational level, both employees and contractors.

3. Supervise the Company's operators controlling wastewater system to ensure compliance with the wastewater management laws and regulations, as well as setting guidelines to improve the flaws within the system and report such problems to the management.

4. Support and drive effective wastewater quality management in terms of resources and budgets.

5. Schedule internal monitoring of wastewater treatment system, and inspect according to the plan, as well as prepare summary inspection report to be submitted to the committee meeting for review on a regular basis.



Trainings to Build Environmental Awareness

GRI 103-3

In 2020, with focus on educating its employees on the environment knowledge and understanding, five batches of training on how to record statistical data of wastewater treatment system were organized and total 134 employees have attended the training.



Training of record statistic data of wastewater treatment system

5 Classes
134 Employees

Passed the Examination

95%



In addition, the Intranet system is in place for supporting the statistical data of wastewater treatment system as a database and source of information. This enabled both the employees and suppliers to submit data and undertake self-reviewing of performance. 95% of the participants have passed the examination held by each project.

Guidelines on Environmental Impact Assessment (EIA) in Residential Projects

GRI 103-3

In 2020, the Company has submitted the environmental impact assessment report to the Office of Natural Resource and Environmental Policy and Planning, and the following six condominium projects were approved:

Condominiums



- The Privacy Park Onnut
- Plum Condo Don Mueang Airport
- The Privacy Sukhumvit 62
- Chapter Charoennakhon-Riverside
- Plum Condo Sukhumvit 97/1
- The Tree Sukhumvit-Rama 4



Environmentally-Friendly Resources Management

GRI 103-2

On the path of sustainable development, Pruksa has imposed a policy and guidance on efficient and effective use of resources. The green route starts from Precast Concrete Factory at Lam Luk Ka and Navanakorn, which is the first green factory in Thailand where the policy of environmentally-friendly production system is practiced as follows:

- **Wastewater Management:** Since wastewater from the Batching Plant including water used in cleaning reinforced concrete and fresh concrete fragments are high in alkalinity and hazardous to the environment, Pruksa therefore built the sedimentation pond and installed the recycling concrete machine to separate water. Then precipitated water will be reused in concrete production whereas stone and sand will be separated and recycled as concrete mixture, resulting in no material waste in the production process.
- **Dust Crisis Management:** Dust collector, shuttering cleaner with dust collect, and cleaning pallet with dust collector were installed. Moreover, the Batching Plant, which is a tower plant with conveyor in a closed system to carry stone, sand and cement, was employed in order to prevent dust diffusion during the production process.
- **Noise Pollution Reduction:** Shaking System was installed instead of the previous Compacting System (mechanical vibration machine) to prevent noise pollution in the factory that may also affect the neighboring communities.

Furthermore, Pruksa has also promoted the campaign on efficient use of resources among its employees which could reduce a certain level of unnecessary expenses such as:

- 1 **Worthy Use of Paper:** We promote the reuse of paper for printing and photocopying, and urge our staff to carefully proof all documents on screen before pressing print key. This will not only reduce waste paper but also save the organization's expenses.

- 2 **Worthy Use of Cloth:** We introduce the use of cloth instead of tissue paper in cleaning dishes to reduce waste. This can create awareness on efficiently use of resources.



- 3 **Pruksa Sharing Project:** Excess stationary from employees or divisions are shared to others at the central section so that additional order will not be necessary. In addition, this helps to raise awareness on worthy use of stationary.



Cost-effective Material Handling

Nowadays, a new concept called “Circular Economy”, which involves reusing and recycling materials, is well accepted in business and industrial sectors which are well-aware that this notion and its practices would lead to global sustainable development. Likewise, Pruksa attaches great importance to the use of material that can help reducing impact on the environment as well as the cost-effectiveness from recycling raw materials and production materials.

GRI 301-1

Reduction of Cement Usage while Maintaining the Quality

GRI 103-2

In 2020, Pruksa Precast Factory aimed to reduce cement usage by at least 2% per concrete cubic meter. The Company also set out an environmentally-friendly procurement policy and had a preference in using less hazardous chemicals or non-chemical alternatives instead of environmentally-hazardous chemicals.

 Pruksa Precast Lam Luk Ka Factory	GRI 103-3	
	2019	2020
 Replacing fly ash with cement	1.5%	-
 Making mix concrete more efficient	-	3.5%
 Replacing limestone with cement	-	1.1%
 Cement Consumption Reduction	1.5%	4.6%

 Pruksa Precast Navanakorn Factory	GRI 103-3	
	2019	2020
 Replacing fly ash with cement	1.5%	2.8%
 Making mix concrete more efficient	-	6.3%
 Replacing limestone with cement	-	-
 Cement Consumption Reduction	1.5%	9.1%

Material Recycling

Pruksa Factory conducted a study on how to recycle or regenerate materials in the production process, which could not only help reduce waste and resource consumption but also save the Company's expenses in a sustainable way.

- **Stone and Sand**

GRI 301-1, GRI 306-1

By employing concrete recycling system, Pruksa Precast Factory could recycle its materials by separating stones and sands from fresh concrete and can reuse 100% of them in production process without any waste, while maintaining required quality of the products.

GRI 103-3, GRI 301-2

Material	Pruksa Precast Lam Luk Ka Factory		Pruksa Precast Navanakorn Factory	
	2019	2020	2019	2020
 Stone	100%	100%	100%	100%
 Sand	100%	100%	100%	100%

- **Mold Oil**

GRI 301-1, GRI 306-1, GRI 306-2

Pruksa Precast Factory also has a recycling process for mold oil. By installing a suction pump system that pumps mold oil from oil pan under the machine back to mold oil container, mold oil can be 100% recycled in production process without any waste.

GRI 103-3, GRI 301-2

Material	Pruksa Precast Lam Luk Ka Factory		Pruksa Precast Navanakorn Factory	
	2019	2020	2019	2020
 Mold oil 1,000 Litres	100%	100%	100%	100%

- **Steel Mould**

GRI 301-1

Pruksa Precast Factory replaced single-use plywood and black rubber Block Out with metal mold, which can be reused. As a result, the Company can achieve its target in reusing 95% of metal mold in the production process.

GRI 103-3, GRI 301-2

Material	Pruksa Precast Lam Luk Ka Factory		Pruksa Precast Navanakorn Factory	
	2019	2020	2019	2020
 Steel Mould	95%	95%	95%	95%

- **Transport Rack**

GRI 301-1

Pruksa Precast Factory used transport rack to contain precast wall and prefabricated flooring to help transporting them from the factory to various project sites. Once products were delivered, transport rack could be 100% reused in the next delivery.

GRI 103-3, GRI 301-2

Material	Quantity (Number of Rack)		Percentage of Reusing	
	2019	2020	2019	2020
 Transport Rack	3,511	3,511	100%	100%



Balance of Energy Consumption

Aware of the future energy shortage crisis, Pruk​sa has set out an energy efficiency plan by reducing electricity usage and increasing solar energy usage annually. In 2020, 99.75% of energy consumption at Pruk​sa Precast Lam Luk Ka Factory and Pruk​sa Precast Navanakorn Factory was from electricity while solar energy accounted for 0.25%. This does not only help mitigate environmental impact and reduce working expenses but more importantly, it also helps ensure energy balance and promote national energy security.

- **Sufficient Use of Electricity**

GRI 103-3

Electricity Consumption at Pruk​sa Precast Lam Luk Ka Factory and Pruk​sa Precast Navanakorn Factory



**Electricity Consumption
(kWh/ y) 2020**

1,150,014.6



**Pruk​sa Precast
Lam Luk Ka Factory**

1,854,000.0



**Pruk​sa Precast
Navanakorn Factory**

GRI 103-3

- **Increase Solar Energy Usage**

Pruk​sa employed solar energy to replace electricity at Pruk​sa Precast Lam Luk Ka Factory and Pruk​sa Precast Navanakorn Factory which helped reduce electricity consumption in the following activities.



**Solar Energy Usage
(kWh/ y) 2020**

0.05%

(from total electricity consumption in 2020 which is 1,150,014.6 kWh/ y)



**Solar-powered aeration
turbine at Pruk​sa Precast
Lam Luk Ka Factory**

0.42%

(from total electricity consumption in 2020 which is 1,854,000.0 kWh/ y)



**Aeration turbine,
health garden water pump,
solar-powered street lights
at Logistic Hub at Pruk​sa
Precast Navanakorn Factory**

Solar Cell at Energy-Saving Village Project

Solar energy is a clean energy, full of benefit and never runs out. Thailand is seriously anticipated in solar energy. With a strategic location near the Equator, Thailand has a great benefits from solar energy. So, are we going to leave this environmentally-friendly energy unused?

With caring for everyone, Pruksa designs its homes to “breathe” with the future trend, and even takes a step forward with the installation of Solar Cell System. As part of Pruksa Living Tech innovation the solar cell system is used in common areas in its projects, such as park lights, club house, juristic building, and wastewater treatment ponds. Not only does the solar cell reflect the image of “Energy-Saving Village” but the installation process of the system also takes into consideration the aesthetic view of the landscape.

In 2020, Pruksa solar cell system was installed to replace electricity usage in the common area of four townhouse and single detached home projects. The apparent benefit from solar energy is the sustainable environmental conservation, i.e. reduction of carbon dioxide emission which is a major cause of global warming. It can also add economic value from electricity expense saving and common area expense reducing for both the customers and the juristic person.

This is because we wish everyone to be proud of their society where energy efficiency is in place and environmental conservation is valued.

	Expense saving	116,275 Baht/ year
	Electricity consumption reduction	28,183 kWh/ year
	GHG emission reduction	9,369 kgCO₂e/ year
	Create good quality of life for customers	2,491 Persons/ year



Energy Conservation through Smart Efficiency Project

Pruksa raises awareness on energy conservation among all employees as they are key to the organization’s energy efficiency management from appropriate use of energy. At the same time, Pruksa encourages all employees to be socially responsible and proud to help our nation conserving energy and taking care of the environment under the Smart Efficiency project, which includes the following initiatives.

- 1 Raising awareness among all employees to turn off lights when leaving meeting room.
- 2 Encouraging employees to turn off lights in work areas during lunch break.



- 3 In a bid to save energy and reduce the risk of fire, employees are reminded to inspect electrical equipment before seasonal holidays and long weekends to ensure that unused electrical equipment is unplugged and turned off.

- 4 In supporting the “60+ EARTH HOUR 2020” campaign organized by Bangkok Metropolitan Administration (BMA), Foundation for Environmental Education for Sustainable Development (Thailand) or FEED, and WWF Thailand, Pruksa campaigned and invited the Company’s executives, employees, customers, as well as general public, via all the Company’s communication channels, to turn off unnecessary lights for one hour. This campaign has been organizing for three consecutive years. It helps reduce the environmental impact, Greenhouse Gas emission and electricity consumption in Bangkok Metropolitan Area while adding national economic value from the reduced energy expenses.



From the campaign on environmental awareness under the Smart Efficiency projects, it is found that electricity consumption in 2020 was reduced by 112,373.53 kWh comparing to 2019. It also helped save an expense of 618,054 baht/ year.

	2019 Unit: kWh	2020 Unit: kWh	Total Reduction Unit: kWh
Electricity	525,453.33	413,079.80	112,373.53
Expenses	2,889,993.29	2,271,938.89	618,054.40

Reducing Greenhouse Gas, Creating Low-Carbon Society

Pruksa Precast Lam Luk Ka Factory and Pruksa Precast Navanakorn Factory, both of which are factories building precast concrete for single home, condominium and townhouse construction, are well aware of environmental impact which is a root cause for global warming and climate change. As a result, the factories proceed to collect data regarding greenhouse gas emission and absorption in order to create plans or measures to reduce the company’s greenhouse gas emission effectively, and help lead Thailand to become “Low-carbon society” in the future.

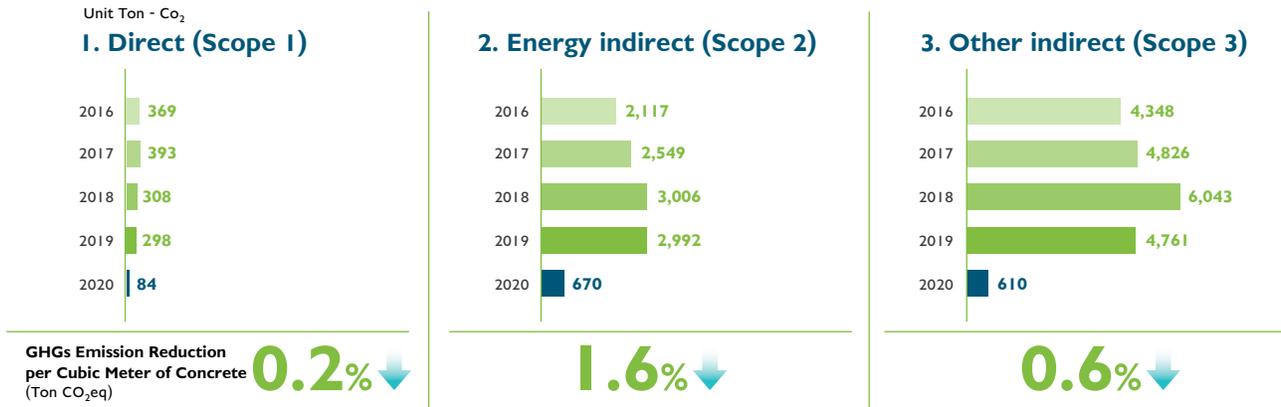
Greenhouse Gas Emission Data in 2020

Pruksa Precast Lam Luk Ka Factory and Pruksa Precast Navanakorn Factory proceed to reduce Greenhouse Gas (GHGs) emission from the Company’s equipment, operation and business process with a goal to reduce Greenhouse Gas emission in 3 scopes as follows.

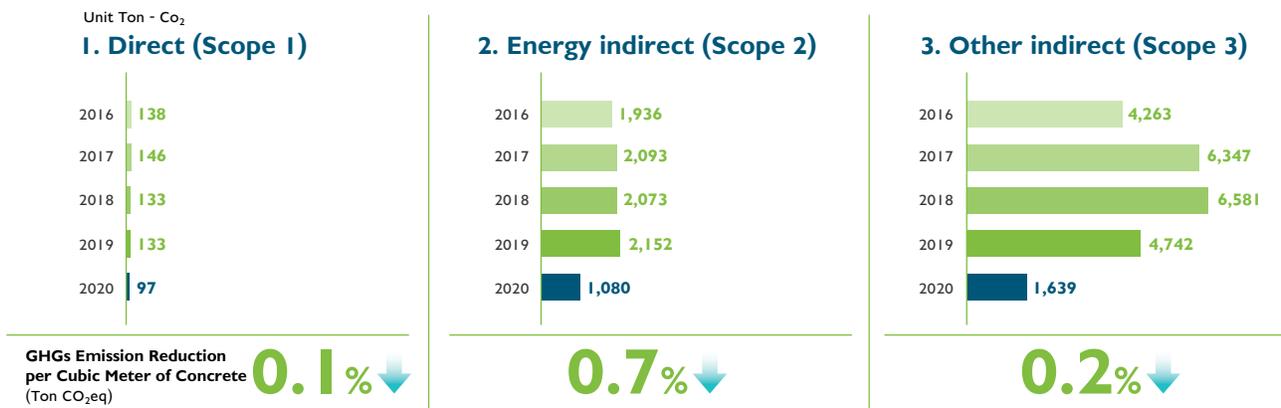
- Reduce Scope 1 GHGs emission by reducing the use of Fork Lift to reduce diesel fuel consumption.
- Reduce Scope 2 GHGs emission by decreasing electricity consumption.
- Reduce Scope 3 GHGs emission by reducing the number of precast transportation trip.



Pruksa Precast Lam Luk Ka Factory had an average amount of GHGs emission in all 3 scopes decreased by **83%** as a result of **90%** decrease of cement production. ↓↓



Pruksa Precast Navanakorn Factory had an average amount of GHGs emission in all 3 scopes decreased by **60%** as a result of **68%** decrease of cement production. ↓↓



Transportation Planning and Greenhouse Gas Emission Reduction

I. Increasing the Weight of Transportation per Trip

Pruksa Precast Lam Luk Ka Factory and Pruksa Precast Navanakorn Factory proceed to reduce the number of transportation trips by increasing the weight of transportation per trip, but in accordance with legal limitation.

Activity that Reduces the Number of Trips	Average Weight of Standard Transportation (Ton)	Average Weight of Transportation in 2020 (Ton)	% Increase of Weight per Trip
 PCF1 Factory combined many fence works on the same trip.	9.9	-	0%
 PCF2 Factory combined stair works in the same project together on the same trip.	8.0	9.38	17%
 PCF3 Factory combined beam pack work with floor work to reduce the number of trips.	11.2	11.29	1%
 PCF4 Factory combined delivery to projects in the same area in the same trip.	7.1	8.56	20%
 PCF5 Factory arranged the standard packing weight per trip to about 13.5 tons.	12.5	13.30	6%
 PCF6 Factory arranged the standard packing weight per trip to about 13.5 tons.	13.2	13.50	2%
 PCF7 Factory combined beam pack work with floor work to reduce the number of trips.	12.4	12.50	1%
Total	11.97	12.61	5%

In 2020, the weight of the transported goods by ten-wheel trucks was **186,893 tons**.  The number of trips can be calculated as follows.

- If transported using standard average weight, in 2019: **186,893 tons / 11.97 tons per trip = 15,613 trips**
- Average weight per trip in 2020: **186,893 tons / 12.61 tons per trip = 14,821 trips**

In summary, in 2020 the increase of transportation weight per trip helped reduce the number of trip by 792 trips or amount to 5% reduction when comparing to 2019

2. Changing Mode of Transportation to Trailer Truck

In 2020, the Company changed transportation from ten-wheel truck to trailer truck for 902 trips, which helped reduce the number of transportation trip by 11%.

Taking into account the activities related to the increasing of weight of transportation per trip and the changing transportation from ten-wheel truck to trailer truck, 16% reduction of trips was achieved in 2020

Water Conservation for Sustainable Quality of Life

GRI 103-2

Pruksa pays attention to water conservation and efficient water usage at Pruksa Precast Lam Luk Ka Factory and Pruksa Precast Navanakorn Factory which served as role models for efficient water management following these guidelines.

- Assigning personnel to control and monitor water usage.
- Conducting monthly water usage report.
- Setting up recycling system to recycle water in production process.
- Setting up water diversion system from natural resources to use in production process.
- Using water purification plant for water from natural resources before using in concrete mixing process, along with water from recycling system.
- 100% refraining from using tap water for plant watering.

GRI 103-2

Target



Increase the use of natural water to replace tap water by at least

15%

GRI 103-3

2020 Performance



Pruksa Precast Lam Luk Ka Factory has a drainage system around the factory as well as a natural water reservoir which can be used for plant watering and road cleaning.

This amounts to **17.1%** of total water consumption and can help save water expenses by

138,240.00 Baht/ year



Pruksa Precast Navanakorn Factory excavated a pond in the health park area to store water from natural resource and installed automatic pumping system to pump water from the pond into the production process. Sprinklers were installed for plants watering.

This amounts to **16.4%** of total water consumption and can help save water expenses by

163,200.00 Baht/ year

GRI 306-1



100%

reuse of wastewater from the production process



Pruksa Precast Lam Luk Ka Factory and Pruksa Precast Navanakorn Factory have a recycling system for separating water from fresh concrete.

This resulted in **100%** reuse of water in production process which is in accordance with the target and the products still meet specified quality standards.

Natural Water Consumption to Replace of Tap Water

GRI 303-1



Water Consumption from Natural Sources to Replace Tap Water

Location	2019 Total Amount of Water (Unit)	2020 Total Amount of Water (Unit)	Water Consumption from Natural Resources (Unit)	Percentage of Water Consumption from Natural Resources	GRI 103-3 Water Expense Reduction (Baht)
Pruksa Precast Lam Luk Ka Factory	48,379	25,219	4,320	17.1%	138,240.00
Pruksa Precast Navanakorn Factory	51,151	30,717	5,100	16.4%	163,200.00

Amount of Reused Wastewater from Production Process

		GRI 103-3, GRI 303-3, GRI 306-1 Amount of Reused Wastewater from Production Process Target : 100%			
Location		2019		2020	
		Unit	%	Unit	%
	Pruksa Precast Lam Luk Ka Factory	18,128.17	100%	12,975.32	100%
	Pruksa Precast Navanakorn Factory	26,143.15	100%	17,401.71	100%

GRI 103-2, GRI 103-3, GRI 306-2, GRI 413-2

Returning Clean Water to Waterways Returning Biodiversity

Waterways have always been the livelihood of Thai people since ancient times. Wishing to see beautiful and clean waterways and the happiness of the people, Pruksa always values water preservation.

In 2020, in collaboration with government agencies and neighboring communities, Pruksa has been organizing “Pruksa Cares...Returning Clean Water to Canals” activities for the third consecutive year. Activities included dredging canals, improving the quality of water resources, collecting and managing waste in canals. This has helped reduce environmental impact and greenhouse gas emission, protect sustainable biodiversity and return beautiful, clean and safe canals to communities.

There is nothing better than the happiness and good quality of life of customers and neighboring communities.



GRI 103-3, GRI 306-1

Amount of waste reduction

2,500 Kg./ year



GHG emission reduction

8,175 kgCO₂e/ year



Better quality of life provided

1,384 Persons/ year





Waste Management

GRI 103-1

The Company has set standards for controlling the emissions of waste, pollution, or other objects from Pruksa Precast Lam Luk Ka Factory and Pruksa Precast Navanakorn Factory as measures and methods for environmental impact control and prevention in line with Factory Act, B.E. 2535 (1992) to ensure that the Company conducts business with responsibility to the environment and society. The measures for controlling the three types of pollution are as follows:

- **Water Pollution Control:** Wastewater from the concrete production process would be controlled to flow to the sedimentation pond to separate rocks and sand for reuse. Water would be reused in the process without releasing to communities or public places.
- **Air Pollution Control:** In the concrete mixing plant, water would be sprayed while pouring stones and sand into stockpiles, and while hauling rocks and sand, to prevent dust from neighboring communities and in the plant. In addition, a vacuum cleaner and floor cleaning machine are installed in the production process to reduce dust in the building. Roads in the factory would be water sprayed before sweeping to prevent dust diffusion.
- **Noise Pollution Control:** Most of the noise is caused by the process of compressing the cement, the noise barrier was therefore installed to reduce the noise. Later, a new type of compressing machine was installed. With the new shaking system to replace the vibrating system, the intensity of noise was significantly reduced. We also conduct the noise level measure in the plant area and in the neighboring communities annually.

GRI 103-2, GRI 306-2

Business Process Waste Management

Production Waste Management

The production waste management at the Pruksa Precast Lam Luk Ka Factory and Pruksa Precast Navanakorn Factory is as follows:



GRI 103-3

In 2020, 100% of the recyclable waste and non-hazardous waste at the Pruksa Precast Lam Luk Ka Factory and Pruksa Precast Navanakorn Factory were managed in compliance with the industrial system practice.

GRI 306-1 Waste	Types of Waste	GRI 306-2, GRI 306-4 Disposal Methods	Quantity of waste in 2019 (Unit: kilograms)	Disposal in compliance with the industrial system in 2019	GRI 306-3 Quantity of waste in 2020 (Unit: kilograms)	GRI 103-3 Disposal in compliance with the industrial system in 2020
 Hazardous and contaminated waste	Hazardous	Disposed by an authorized agency/ incineration	16,930	100%	-	-
 Metal scrap	Recyclable	Bought by an agency for separation or sales	207,940	100%	360,000	100%
 Silicone sealant cartridge	Recyclable	Bought by an agency for separation or sales	1,000	100%	3,350	100%
 Used hydraulic oil	Recyclable	Bought by an agency for producing substitute	600	100%	-	-
 Paper	Recyclable	Bought by an agency for separation or sales	2,000	100%	-	-
 Concrete scrap	Non-toxic	Landfilling	-	-	9,630,000	100%



Waste Separation, the Correct Method of Waste Management

It is undeniable that construction of the nice and lively residences both horizontal and vertical would unavoidably send impact to the environment.

With care for the society and to minimize the impact on the environment, Pruksa promotes the environmental awareness among its employees and contractors at every project site to ensure that they would keep their eyes on the community's environment. The "Reduce Construction Pollution" was initiated to ensure the separation, disposal, and management of waste generated by the construction process.

For examples, the non-shrink cement bag, paper and plastic can be reused. The hybrid epoxy cans, which is hazardous, if disposed by incineration together with other types of waste would generate pollution that is dangerous to the health and the environment.

As everyone who works at Pruksa's project site is well aware of this great responsibility, all are committed to conduct correct method for each type of waste, whether to recycling or disposal. This not only helps reduce the waste and pollution, but also decreases greenhouse gas emission.

	Amount of waste reduced in 100 projects	14,857 Kg./ year
	GHG emission reduction	30,368 kgCO₂e/ year
	Better quality of life provided	25,292 Persons/ year



Recycle for Better Life

Plastic bags, drinking water bottles, and cartons may be “useless scraps” for most people but not for Pruksa. These materials are too “valuable” to be sent to dump. Thanks to recycling system, they are processed and returned for reuse, thus increasing the usefulness of these materials indefinitely.

The project “**Recycle for Better Life by Pruksa**” was initiated in Baan Pruksa Rangsit–Bangpoo. With cooperation from the residents, plastic bottles, plastic bags, milk or juice cartons are separated from other waste resulting in a significant reduction of waste, and a good example for communities to follow.

The separated and cleaned waste would be donated to Wat Chak Daeng in Samut Prakan Province, the Green Road Project, and the Green Roof Project. These materials would then be recycled into new products, for examples plastic bottles would be processed into the robe for monks; milk cartons would be used for producing roof tiles for repairing homes in disasters or building houses for the disadvantaged; and plastic bags would be processed into recycled roads. Our residents were happy from knowing that their waste was finally useful for the society.

	Amount of waste reduction	23 Kg./ year
	GHG emission reduction	535.22 kgCO₂e/ year
	Create good quality of life for customers	2,767 Persons/ year



WON@Pruksa Project

Environmental conservation is too big an issue to be done by anyone alone but it needs a cooperation among many parties under the concept of Circular Economy. The concept is aimed at optimizing benefits of resource uses and increasing the efficiency of waste management by an appropriate process.

Well aware of the importance of Circular Economy, Pruksa determines to continually reduce waste from construction projects. Plastic waste, disposed after only one time use, not only causes problems to humans, but also to marine creatures as it take over 45 years for decomposing.

Pruksa, in cooperation with TPBI Public Company Limited, organized a campaign to encourage its residents to conserve the environment and create a nice society by separating PE plastic from other waste in the project “WON@Pruksa”. The PE plastic is easy to identify by just push your thumb on the plastic material surface and if it stretches then it is the PE plastic. Materials made from PE plastic such as shopping bags and air bubble would be washed and dried before sending to TPBI for recycling in the international standard and environmentally-friendly process. The “WON Bags” can be recycled for many times thus maximizing the benefits from these plastic products.

In 2020, pilot programs were initiated in three townhouse, single detached house, and condominium projects, namely The Connect Patanakarn 38, The Plant Elit Patanakarn, Plum Condo Chaeng Wattana Station 2-3, and Plum Condo Mix Chaeng Wattana. All residents were proud to participate in this environmental impact mitigating mission by reducing plastic waste and greenhouse gas emission for three months.

Moreover, five baht shall be given to every one kilogram of the plastic waste. WON project shall donate the money to foundations for the environment and public benefits.

	Amount of waste reduction	44.8 Kg./ year
	GHG emission reduction	68.1 kgCO₂e/ year
	Create good quality of life for customers	6,034 Persons/ year



Complaint Management for Ideal Environment

GRI 103-1

Pruksa lays emphasis on developing housing projects for sustainable growth hands in hands with the society and community nearby. Up to the present, there have been a variety of contact channels to facilitate for all parties of stakeholders in inquiries, problem reports and convenient complaint-making procedures.

GRI 103-2, GRI 413-1

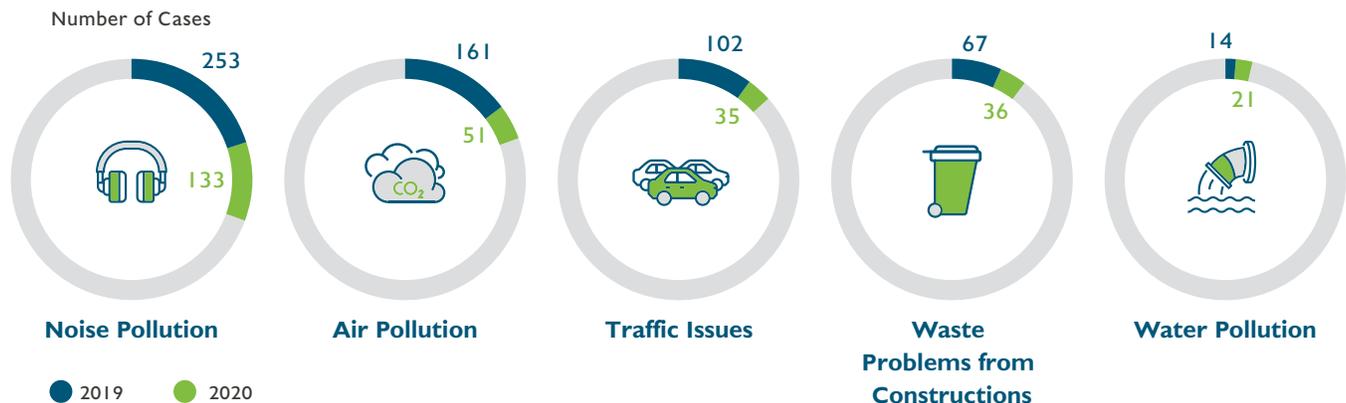
5 Procedures on Complaint Management concerning Environmental Effects

 Problem Reporting Channels	 Maintenance Request Records	 Problem Solving Operation	 Satisfaction Assessment	 Summary Reports
<ul style="list-style-type: none"> • Pruksa Contact Center 1739 • www.pruksa.com • Facebook Pruksa Family Club • Live Chat • Projects' Staff 	<ul style="list-style-type: none"> • All maintenance requests are recorded on the system. Customer Service is ready to make appointments with clients. 	<ul style="list-style-type: none"> • The maintenance process is carried out on appointments. The process is completed only with clients' approval signing when their satisfactions are filled. 	<ul style="list-style-type: none"> • Customers are asked to voice their satisfaction concerning maintenance process and completed work. Customers' points and comments are recorded for further uses in service improvement. 	<ul style="list-style-type: none"> • Summary reports on complaints and clients' satisfaction points are summarized to propose to executive board and relevant parties for quality improvement of goods and services.

GRI 103-3, GRI 307-1, GRI 413-2

Number of Environmental Effects in 2020

In 2020, Pruksa had been contacted to inform of issues concerning environmental effects that included 276 cases, all of which were coped with through problem solving follow-up system and procedures, thoroughly from initial contacts to the final stage.





SOCIAL



SHARING GOOD HEALTH AND WELLNESS WITH THE COMMUNITY,
CARING FOR THE SOCIETY





Employment Ethics

GRI 103-1

Pruksa adheres to code of ethics and good governance in recruiting and employing employees to drive the Company towards success. The process of selecting persons to hold various positions in the organization is conducted with fairness and respect for the honor and dignity of every person, without discrimination on the basis of gender, age, nationality, religion, skin color, physical disability or political values, etc. The Company will mainly take into account the qualifications suitable for the position, along with educational qualifications, experiences, knowledge, competence, and behavior in good morals.

GRI 102-7, GRI 103-2

For fair and transparent recruitment process, the Company makes a comparison of the qualifications for each position in order to select the most qualified persons. In the year 2020, the Company had a total of 1,926 employees and 7 disabled employees.

Moreover, the Company adheres to code of ethics in recruiting personnel under the rule of not seeking the personnel who is being employed by the suppliers to work with the Company for fairness to the suppliers.

GRI 102-8

Part-Time Employment Policy

Hoping for the disabled to have better quality of life, the Company gives the opportunity to the disabled to get more access to jobs and occupations by supporting them to work as part-time employees to prepare documents, record data, and deliver documents to various departments. This depends on skills and competence of each disabled person; for example, the disabled at Precast Factory perform the duties of data recording, card exchange for people in and out of the factory, and incoming-outgoing correspondence of the factory, etc. (Six disabled persons working as part-time employees and one disabled person being able to work as full-time employee).

Moreover, employees are still hired under a fixed period of employment to support various departments during the period of a huge amount of work, for example, the Legal Department hires a part-time employee to support the litigation work by assigning him to work as a lawyer and summarize reports of various litigation performance in order that the operation within the organization can be carried out smoothly.



Employment Data in 2020 of Pruksa Holding Public Company Limited and Its Affiliates

Data as of January 1 – December 31, 2020

Workplace	Total Number (Persons)	Employment Type	
		 Full-Time Employees	 Part-Time Employees
 Headquarters	836	832	4
 Precast Factory	129	126	3
 Project Sites	848	847	1
 ViMUT Hospital Holding Co., Ltd.	3	3	0
 ViMUT Hospital Co., Ltd.	96	96	0
 Baan Mhor ViMUT Clinic	14	6	8
Grand Total	1,926	1,910	16

In 2020, there were 141 New Employees, Equivalent to 7.32% of the Total Number of Employees

Employment Type	Total Number (Persons)	Gender	
		 Male	 Female
 Full-Time Employee	138	54	84
 Part-Time Employee	3	1	2
Grand Total	141	55	86

Respect for Human Rights

GRI 103-1

The Company respects both national and international principles of human rights that cover all groups of affected people, such as employees, children, ladies, disabled, suppliers, and foreign workers, who are at risk of the operation that violates human rights both in the business activities of Pruksa directly and those who are involved in the business value chain.

Adhering to the equality policy and equal opportunities, the Company treats employees with respect for the honor and dignity as well as individual liberty that must be protected from being violated by the use, disclosure or transfer of personal information, such as biography, health history, work history or other personal information to unrelated persons. This action may cause damages to the owners or other persons unless performed according to the duties in good faith or in compliance with the law or for the public benefit. If employees are not treated fairly or their rights are violated, the Company provides the opportunity for them to make a complaint and request fairness.



Handling of Complaints about Labor Practices

The Company clearly specifies the channels for complaints about labor practices in a bid to receive the complaints from executives and employees by giving fair treatment to all parties and providing protection for the employees who complain about labor practices as stipulated. All complaints will be considered fairly by the executives of Human Resources or the board of directors appointed by the Company. Such complaints will be reported to the Personnel Development Committee at the Company level to acknowledge and keep the information confidential.

To maintain the status of being the Company with good governance that operates the business with transparency and free from all types of corruption with employees, customers, suppliers, contractors, and officials of public or private sector, the Company sets a process for making complaints, investigation, disciplinary action as well as measures to prevent and solve problems in order to be fair to all related parties.

Compensation Policy

Pruksa sets the compensation fairly for all groups of employees as appropriate to the condition of work, professional qualifications, knowledge, competence, and performance without segregation or unfair discrimination. Full-time employees will receive remuneration according to salary structure. The Company also sets a review of salary structure and consideration of salary adjustment on a yearly basis in accordance with results of performance evaluation of employees to maintain the employment competitiveness on par with companies in the same industry, and to retain current potential employees with the Company.

To create performance incentives for employees to achieve both short- and long-term goals, KPI (Key Performance Indicator) as a tool for managing variable compensation according to the performance. The Company pays bonus according to the Company's turnover to employees twice a year. Savings are also promoted among employees, so that they could have stability in life after retirement, by establishing a provident fund for all levels of employees.

In case of foreign workers, Pruksa does not have any foreign workers who are the Company's employees. In order to support the government policy, Pruksa announces that the Company's suppliers must use labor legally, for example, using child labor or foreign workers illegally is strictly prohibited.

In 2020, the Company employed seven disabled persons to work in the Company, and the compensation was mainly in accordance with the position and job description without taking physical disability as a reason to lower compensation. In addition, the Company hired 24 disabled persons on a service contract to work for the public benefit near their residences in Khon Kaen Province.





Taking Care of Employees' Quality of Life

GRI 401-2

Pruksa always cares about life and well-being of employees, and tries to allocate appropriate welfare for employees of all levels such as health and life insurance to create stability in life for employees, special discounts on the purchase of housing in the Company's projects so as to promote employees to have their own residences as well as various welfare and benefits more than that specified by the law.

GRI 403-6

The Company understands that each employee has different lifestyle, for example, family care, evening study, housing far from the workplace, and heavy traffic condition, etc. The Company gives the importance to creation of an engagement with time in-out at work and sets the flexible hours to provide the opportunity for employees to choose working hours suitable for their own daily life on an individual basis. The working time per day is not more than eight hours and must not affect the Company's business operation.

To provide employees with appropriate time for annual vacation to perform activities they want or have more time for families, the Company sets annual vacation for employees with a minimum of eight days and a maximum of 18 days according to the position and length of employment. The employees can exercise their rights of annual vacation when they have successfully passed the probation period, and can also accumulate their annual vacation days. Moreover, the Company sets for employees one or two weekly holidays, five days of paid personal leave per year, and other holidays as stipulated by law.

The Company also encourages employees to participate in the election of Welfare Committee who acts as the representative of employees to discuss with the employer to arrange appropriate welfare. The Welfare Committee has a term of office for two years and performs the duties of supervising, controlling, and arranging the welfare provided by the employer, and proposing the ideas and guidelines to arrange the welfare that is beneficial to employees. It is also the duty of Welfare Committee to have joint discussion every three months on welfare/ benefits/ rules that affect employees, and the meeting resolution will be reported and submitted to Personnel Development Committee at the Company level to consider the highest benefits of all stakeholders.

Retirement Planning of Employees

To help the country be prepared and cope with the complete advent of Thai aging society, the Company establishes a provident fund and supports the employees who have successfully passed the probation period to apply voluntarily for the fund by choosing to remit money to the fund each month at the rate of 5–15 percent of salary. The Company also contributes money to the fund for employees based on the length of employment to create the financial stability of employees after retirement. The employees will receive the capital fund when their employment is terminated or when they resign from the fund but do not resign from the Company. The Company's contribution rate that employees will receive is based on their length of employment as follows:

Employee's Length of Employment	 Savings and Contribution Rate		 Fund Payment and Benefits	
	Employee's Savings Rate	Company's Contribution Rate	Employee's Part	Company's Part
 Less than 1 year	5% - 7% - 10% - 12% - 15%	5%	100%	No
 From 1 year but less than 3 years	6% - 8% - 10% - 12% - 15%	6%		25%
 From 3 years but less than 5 years	7% - 10% - 12% - 15%	7%		50%
 From 5 years but less than 7 years	8% - 10% - 12% - 15%	8%		75%
 From 7 years upwards	10% - 12% - 15%	10%		100%

The Company has the retirement policy for employees, when they reach 60 years of age and will retire on February 1, of the following year. The Company also has a plan to provide severance pay in compliance with the labor law and gives a souvenir of one baht of gold to express the gratitude to employees for their dedication to work hard for the Company for a long time.

Policy of Termination of Employment/ Non-Termination of Employment

The employees are considered as the most valuable resource. Therefore, the Company has the policy of providing them with healthcare, sanitation, and safety at work, emphasizes the development and strengthening of culture and good working atmosphere, and treats all employees equally. Thus, all employees will not be terminated without justification unless they commit disciplinary serious offences pursuant to the Company's working rules and regulations or there are any other reasons specified by the Company's working rules and regulations. The Company has clear practical regulations which are legally implemented with transparency and fairness without any discrimination.



Trainings and Improvement Staff Efficiency

GRI 103-1

Staff are invaluable and indispensable resources for the organization as they are the ones that drive missions towards targeted goals. The Company, therefore, is attentive in encouraging staff to be knowledgeable and efficient, complying with objectives and strategies of the Company, as well as to possess characteristics of ideal working people and, more importantly, to have positive attitudes towards the Company. All serve to prolong number of years efficient staff stay with the Company so they can continue to create advancements for the organization. Not only that, they will also be equipped with readiness to become leaders of changes, both current changes and upcoming ones.

GRI 103-2, GRI 404-2

Pruksa determines the guidelines of personnel trainings and efficiency improvement through surveys and analysis of staff's needs in individual group, aiming to consistently enhance staff's potential and capabilities so they can discharge effective operations and attain targeted achievements both in current and prospective positions. The Company development model is formulated in 70:20:10 ratio as shown below:

70

Experiential Learning is a model of development where experiences are acquired from actual work experiences and problem-solving processes, whether from routine responsibilities, new assignments or projects that require considerable learning and various skills for targeted accomplishments such as serving as Project Leader of Innovation Project or Improvement Project, working as Change Agent and team leaders to work out solutions for problems.

20

Learning from Others is to learn from surroundings such as supervisors' coaching, feedbacks from authorities, mentors or work-related people, observing others, peer reviewing, shadowing and expert, learning on the Internet, studying through online curricula (Micro Learning) or, on occasions, using team meeting as platforms to better get accustomed to their team.

10

Formal Learning is a standard learning approach which is quite familiar to us such as learning from seminar and classroom attendances, workshops, in-house and public trainings.

Following the 70:20:10 formula above, Training and Development Division determines methods for enhancing knowledge and efficiency of staff in various forms to meet the needs of each staff group, as shown below:



In 2020, the Company arranged 19 in-house training curricula (43 batches in total) and provided the staff with opportunities to attend 12 public trainings of different 12 curricula (12 batches), covering staff from Practitioner Level and Executive Level (Primary, Middle and Higher) from all work fields for an average of 5.97 hours/ person; 5.02 hours/ person for female staff and 6.56 hours/ person for male staff. Satisfaction assessment result of in-house training arrangements was 97.89% on average. The budget used for staff development was 5 million baht.

GRI 103-3, GRI 404-1, GRI 404-3

Information on Staff Trainings and Efficiency Development Pruksa Holding Public Company Limited and Affiliated Companies in 2020

Staff's Training Hours by Band

Pruksa Real Estate Public Company Limited (Hours/ Person/ Year)



6.87

Practitioner Level
(Band 1-2)



5.05

Primary Level Chief
(Band 3)



4.59

Middle Level Chief
(Band 4)



4.98

Higher Level Chief
(Band 5 up)

ViMUT Hospital Holding Co., Ltd./ ViMUT Hospital Co., Ltd./ Baan Mhor ViMUT Clinic (Hours/ Person/ Year)



11.72

Chief or Equivalent
or Above



15.82

Practitioner
Level

Staff's Training Hours by Gender

Pruksa Real Estate Public Company Limited

(Hours/ Person/ Year)



5.97

All Staff



5.02

Female Staff



6.56

Male Staff

ViMUT Hospital Holding Co., Ltd./ ViMUT Hospital Co., Ltd./ Baan Mhor ViMUT Clinic

(Hours/ Person/ Year)



27.15

All Staff



15.83

Female Staff



11.32

Male Staff

Number of Training Curricula

Pruksa Real Estate Public Company Limited

Number of Curricula



19

In-House Training



12

Public Training

ViMUT Hospital Holding Co., Ltd./ ViMUT Hospital Co., Ltd./ Baan Mhor ViMUT Clinic

Number of Curricula



6

In-House Training



14

Public Training



20

e-Learning



Individual Development Plan

The Company has policies to endorse personnel's development of skills, knowledge and capabilities by encouraging all staff to arrange their own Individual Development Plan, in collaboration with their supervisors, to work out activities for potential improvement in some forms such as participations in key trainings, supervisions of short-term special projects, coaching, self-learning, lectures from Board Mentoring and etc. All these are supposed to yield benefits to career advancement of staff and sustainable growth of the organization.



In 2020

staff succeeded in working out their Individual Development Plan

= 100%

Relevant Parties with Active Roles in IDP Arrangement



1. Staff are the most important people in self-development whose job is to analyze their strengths and opportunities for efficiency development plan, follow the plan and report progress updates to their supervisors.



2. Supervisors are supposed to motivate and encourage staff to find suitable methods to improve themselves, advise them based on individual plans and provide them with consultations every 2 months on conforming to the plan.



3. Human Resources Department is to devise methods or systems that support individual development plan to work effectively, supply staff with knowledge and endorse trainings for individual efficiency development.

Leadership Competency

Leaders that are good at work and handling people have potential to drive organizations to targeted goals and attain sustainable development. The Human Resources Department is responsible for enhancing the creation of leaders from one generation to another, so it established Leadership Competency as a guideline to improve leadership among staff, which is supposed to result in improvement in both personnel and work management as the saying goes "Effective work. Better Staff".

Leadership the Company Intends to Encourage in All Staff Include 3 Major Groups and 10 Minor Points.

- Group 1** **Pruksa Culture and Values** is adherence and compliance with the organization's cultures and values.
- Pruksa Culture & Values
 - Corporate Governance
 - Holding Accountability

- Group 2** **Leading People** is abilities to motivate, convince and develop subordinates.
- Influencing and Motivating Others
 - Developing People
 - Teamwork

- Group 3** **Leading Performance** is abilities to manage individual and team works for success.
- Problem Solving
 - Growth Strategy Planning
 - Create Value and Innovation
 - Leading Change

Human Resources Department has run promotional campaign to consistently enhance the 10 points of Leadership Competency through certain channels such as Pruksa Daily News, Line, executive meeting, executive seminar and etc. In addition, there are also leadership assessments of high-rank executives and managers using 360 Degree Feedback (feedback from subordinates, colleagues, and supervisors, as well as self-evaluation by the employees themselves) which was exclusively developed to raise awareness of individual leadership and enhance that leadership. Results from leadership assessments are used for arrangement of Individual Development Plan, Succession Planning, Promotion and Merit Increase later on.

Executive Coaching

The Company places importance on the development of high-rank executives, namely Assistant Directors, Managing Directors and Executive Managing Director by hiring experts and specialists in coaching to coach our high-rank executives in Executive Coaching: One on One. Coaching lasts for approximately 6 months per 5 hours' coaching.

Prior to each coaching, a coach receives opinions and preferences from supervisors as a guideline for coaching. Coaching results are reported to supervisors 3 hours after coaching. After 5 hours of coaching is complete, a coach presents summary of coaching to supervisors so the results can be further applied for accurate rectification. Meanwhile, those who receive coaching may have certain concepts and perspectives derived from self-awareness through coaching questions.

In addition to high-rank executive coaching, the company realizes the importance of concepts and perspectives on the Company's overall strategies, so there is also Mentoring where the Company's board serve as mentors for Level Executives, Assistant Managing Directors and Managing Director. Mentoring sessions are held once every quarter a year.



GRI 103-3

**In 2020, Executive Coaching:
One on One for high-rank
executives**

5 Persons

An Analysis and Efficiency Improvement of Executives and Staff

In 2020, there were an analysis and efficiency development for executives and staff using KPIs, 100% of executives and staff assessed. Criteria, approaches and procedures of assessment were set up indicating the application of major indicator Key Performance Indicators (KPIs) that requires determining goals and transferring them from the organization to individuals, operation follow-ups, operation assessment and improvement of individual and team performances. Roles and responsibilities are determined as shown below.

1. Staff

- Fully responsible for assigned missions to achieve targets in line with the Company's standards.
- Responsible for self-improvement to maintain the betterment of operations.

2. Supervisors

- Manage works of their subordinates towards success by assigning missions in accordance with the Company's goals and strategies.
- Distribute action plans among staff. Endorse work behaviors that lead to efficiency and assess staff's operations based on the Company's work procedures.
- Develop performances of staff under supervision by improving their knowledge and abilities as well as raising their senses of responsibilities among staff through teachings, assignments, trainings and coaching.

3. Human Resources

- Provide staff with knowledge and prepare methods for staff and executives so they can discharge their duties in compliance with the organization's goals.

Indicator and Performance Assessment Falls into 2 Rounds:



First Half-Year is the performance assessment of

the first 6 months
(January-June)



Second Half-Year is the performance assessment of

the later 6 months
(July-December)

Grading System

In each year, the Company carries out the annual performance assessment using grading system to indicate levels of performance. Each grade letter is defined as:

Grade



for
Excellent

Grade



for
Exceed Expectation

Grade



for
Meet Expectation

Grade



for
Below Expectation

Grade



for
Need Improvement

Performance Scores for Annual Grading are Composed of 2 Parts which Include:

- 1 Individual KPIs Score: the average of KPIs from 2 rounds of assessments accounts for 80%.
- 2 Competency: scores given by supervisors ranging from 0–100 points accounts for 20%. The assessment is conducted at the same time as KPIs conclusion.

Performance grading is conducted once a year when supervisors have discussions with their subordinates on annual grading, new salary rates and prospects concerning advancement and individual development plan. There is a performance management of staff as shown below.

Talent Management

For the Talent Group, or staff with high potential whose performance and leadership are excellent, the Company considers it appropriate to take care of their career advancement and provide them with special supports. Staff in this category break into 2 groups:

- 1 High Potential (HIPO) refers to staff who possess outstanding personal characteristics and leadership, have potential to grow as high as EVP/MP or equivalent within staff's working years and ages.
- 2 Boosted Talent refers to staff who possess very good personal characteristics and leadership, have potential for further intensive career development to become higher efficient.

Procedures on the selection of Talent Group are conducted once a year around February. Only those with portfolios or the last 3 years' performance records (Good or Very Good) and have assessment results of Leadership Competency within the determined score range. These ideal staff will be prescribed individual development courses so they can heighten their efficiency level. Development plans are arranged in collaboration with their supervisors and Human Resources Department. The plans are then followed and receives constant follow-ups.

In 2020, the Company held an activity to inspire and motivate Talent Group allowing them to give presentations on their 2020's outstanding portfolios to win special prizes from the Company. The activity received a great welcome from Talent Group.



Staff's Performance Assessment

The Company designs staff's compensation system that is relevant to their performances. The principle applies to both executives and general staff. For this reason, performance assessment results are used to indicate compensations such as annual rises and bonuses. They are also used as a part for determining approaches to improve staff's potential where the company devises assessment system from the application of KPIs in which goals are to be set and transferred from the organization to individual employees, to operation follow-ups, performance assessments and development of self-individuals and team with the same principle applied.

GRI 103-3

Career Advancement Promotion

The Company is well aware that learning has no frontiers and intends to encourage staff to discover their potential as well as to break their potential limits. Therefore, the Company works to enhance self-learning environments in the organization so staff are happy with their self-improvement from various learning sources such as observational studies, seminar attendances, learning from supervisors' models, additional assignments on special projects and etc., all of which benefit staff in self-improvement as explained below:

- 1 Realize levels of individual knowledge and potential as well as strengths, weaknesses and improvable points that can apply in current work for further self-improvement.
- 2 Apply knowledge in expanding what they know, skills and abilities for more readiness to discharge current responsibilities as assigned and expected by the organization.
- 3 Receive promotion from improvement for readiness towards future growth.
- 4 Appointed as successor when there is a staff leaving, getting promoted, or retiring.
- 5 Get updates on new knowledge following changing situations at the present, on perspectives which are different from routines on daily basis for possible adaptations applicable to their job betterment such as AI-related works and new innovations and etc.
- 6 Practice and try discharging extra responsibilities such as taking care of special projects so that staff can get to learn more about the management and administration of work teams.



The Company devises procedures and methods for more effective Career Development Review using the principle of Triangle Mode which coordinates the cooperation from 3 parties including staff, supervisors, and the Company to create more opportunities where staff and supervisors can collaboratively plan career development and improve staff's efficiency to meet the career needs of staff and the organization. Brief explanation is given below.

- 1 **Staff:** Express their desire for development by specifying their interests, motivations, and expectations to their supervisors so that development plans can be collectively arranged and staff can prepare themselves for more responsibilities in higher positions.

- 2 **Supervisors:** Acknowledge the desires of staff and the organizations, provide advice, help staff to set work targets and allow them to work as well as improve themselves for more professional expertise.

- 3 **Company:** Determine policies and encourage efficiency development among staff in compliance with business growth plans.



GRI 103-2

Career Development Review

Human Resources Department plays an important role in determining procedures, devising methods and communicating with personnel to have them understand the objectives of Career Development Review in order that executives and target staff can put it into practice. In 2020, the Company encouraged all staff to arrange Career Development Review in collaboration with their supervisors by following these procedures.

- 1 Human Resources Department communicated guidelines, objectives and plans to target groups and relevant parties.

- 2 Target groups of executives and staff collaborated in arranging individual career development reviews and submitted them to immediate supervisors and next-level supervisors for their considerations.

- 3 Immediate, next-level supervisors and staff discussed arranging Career Development Review together by determining accurate efficiency improvement plan. Staff are supposed to lead the implementation of self-improvement as planned.

- 4 Immediate, next-level supervisors and staff review career developments every 2 year or at regular intervals.

Benefits that Executives and Staff Receive

The encouragement of efficiency and career development among staff is conducted through approaches and methods in a large variety of forms, classified by position levels as shown below.

- 1 **Executive Level:** Executive coaching, Career Development Review, Individual Development Plan and 360 Degree Feedback, assignments of project leaders, participations in trainings to develop technical and managerial knowledge and skills, promotion, board mentoring, and etc.

- 2 **General Staff Level:** Teachings by supervisors, career development plans, individual development plans, special project assignments, Talent Group, participations in trainings to develop technical and managerial knowledge and skills, promotion and knowledge derivation from e-Learning, micro learning, and etc.

As a result of approaches and methods of staff development above, the Company's staff can improve their abilities that are in line with their current work and become more efficient for higher positions in the future, which yields benefits to executives, staff, and the Company as shown below.

- 1 Executives and staff are ready to discharge their responsibilities in higher positions with more challenges and responsibilities.

- 2 Executives and staff who are developed heighten their potential limits and work development continuously and have career development plans, leading to motivated working and commitment to the organization.

- 3 Executives and staff have more knowledge and skills that go hands in hands with technology and changes in businesses, development of new goods and services, mobilization efficiency enhancement and capabilities in work improvement to better correspond the needs of customers.

- 4 Executives and staff are developed to be personnel of good quality that can create benefits to the society.

Company's Potential Benefits

- 1 The Company has personnel with high ability and efficiency that can create success following the business plan.

- 2 The Company has key position successors, leading to smooth operation and business sustainability.

- 3 The Company has personnel who have organizational commitment, resulting from the organization's attentiveness to develop staff's abilities and efficiencies.

- 4 New innovations are devised by personnel with higher potential.

- 5 The Company has a good image as it places importance on developing and taking care of staff the same way as it treats customers.



Increased Organizational Commitment

GRI 103-1

Although 2020 was a year when the whole world was faced with economic crisis and the critical spread of Coronavirus or COVID-19, Pruksa was still attentive in taking good care of our staff in all aspects with desire to see our staff be happy with their work and have organizational commitment to the Company they were working for.

Health Concerns

The Company had a policy allowing staff to work from home (WFH) during the spread of COVID-19 to protect our staff's health and prevent the spread in the organization. The Company enhanced the quality of communicating news concerning preventive and protective measures to lower risks, guidelines for suspicious symptoms or risks, channels for free advice on health, treatments for suspicious symptoms, screening staff with travel or contact records and adjusting protective measures corresponding situations to keep staff safe and prevent the spread promptly.

Support for Efficiency Work

In order to increase continuous work efficiency, the Company developed support system that enables staff to work from their place such as Google Meet for online meeting, Pruksa ID for recording work hours without the needs to have their fingerprints scanned, thus decreasing touches of fingerprint scanner, and VPN that enable staff to use computers and other programs such as Sap, Share Drive together.

New Normal Activities

The Company has adjusted how activities should be appropriately held to abide by social distancing measures. However, they still create attachment and happiness among staff as if they were still close such as arranging online New Year's event where present drawing took place on YouTube Live, online meeting and listening to messages from executive via Live.

GRI 103-2

Annual Organizational Commitment Assessment

Concerning the assessment of organizational commitment that staff had in 2020, in addition to surveys on different aspects of commitment such as work environments, work equipment, staff's confidence in the organization, career advancement and authority in decision-making, there were also new questions in which staff were able to notify problems and obstacles in work and propose solutions which the Company could implement to lower those problems. The survey included major question groups and open-end questions to provide staff with opportunities to voice their opinions or additional suggestions.



GRI 103-3

In 2020, **78.19%** of the staff participated in the organizational commitment assessment



Ensuring a Safe and Healthy Workplace

GRI 103-1, GRI 403-1, GRI 403-8

Occupational Health and Safety Policy

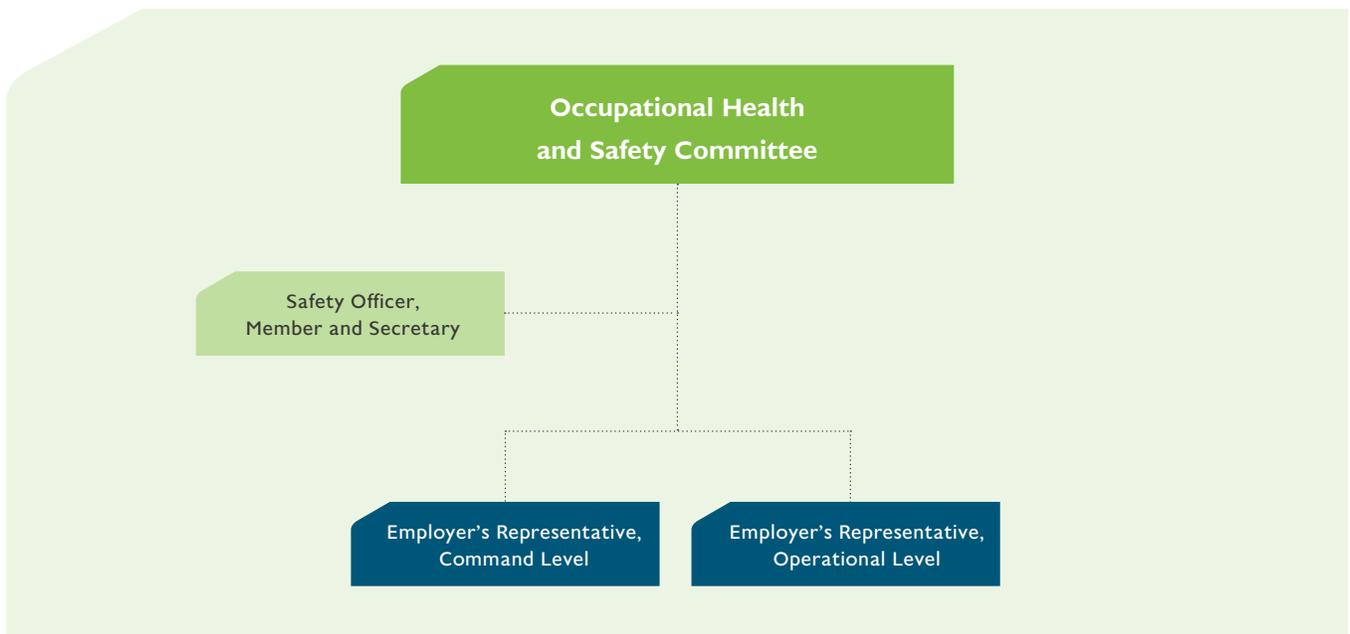
With focus on workplace safety, Pruksa established the occupational safety, health and environment policy to serve as the operational guidelines for employees at all levels. The objective is to prevent work-related accidents, injuries and illnesses, including other threats related the Company's operations. The policy includes:

- The Company considers occupational safety management as the first responsibility of employees at all levels. In this context, they are committed to following the Company's regulations to ensure safety of both themselves and others.
- The Company operates business in conformity with occupational health and safety regulations and requirements.
- The Company regularly organizes training courses to enhance occupational health and safety knowledge, capacity and awareness among employees and related parties.
- The Company provides sufficient support in the forms of budget and resources i.e., personnel, protective equipment and other necessary items to maintain workplace safety without the risks of accidents and health hazards.
- The Company monitors and reviews occupational health and safety management to ensure continuous improvement.

GRI 102-12

Pruksa has strictly adhered to international safety standards by applying many occupational health and safety management systems in the Company. It has thus been certified with OHSAS 18001:2007 and TIS 18001:2554 international standards for condominium construction. In 2020, it introduced the strict safety rules to control high-risk work covering construction of high-rise/ low-rise buildings and factories. Furthermore, the Safety Report Online System has been applied in reporting via a mobile operating system and summarizing safety management performance to facilitate the overall examination. As a result, all of the Company's operations can be assured under the same standards in line with the safety management principles and legal regulations. This clearly reflects that the Company has prioritized the safety issue by applying the safety management process with all scales of the project including single houses, townhouses, and condominiums.

Occupational Health and Safety Committee



Pruksa established the Occupational Health and Safety Committee, consisting of 25 members (Command Level). They were elected by employees (Operational Level) to efficiently conduct occupational health and safety management. Their roles, duties and responsibilities are as follows:

- 1 Consider and propose occupational safety policy and plans to executives for approval to ensure employee safety, both on the job and off the job, as well as to prevent and mitigate work-related accidents, threats, illnesses or nuisance.
- 2 Suggest measures or guidelines to improve occupational safety management to comply with regulations and standards and report to executives for approval to ensure safety of employees, contractors and third parties who come to work or use the service in the workplace.
- 3 Promote and support all occupational safety activities.
- 4 Consider and propose the Company's occupational safety regulations, guidelines and standards to executives for approval.
- 5 Monitor the Company's occupational safety management and examine accident statistics at least once a month.
- 6 Consider and propose occupational safety training programs including the projects and plans concerning safety-related roles, duties and responsibilities of employees at all levels to executives for approval.
- 7 Set up a reporting system to allow employees at all levels to report in case that unsafe working conditions are found.
- 8 Follow up and report the progress to executives.
- 9 Prepare and propose an annual performance report identifying problems, obstacles and suggestions for the Occupational Health and Safety Committee's improvement after a full year of operations to executives for consideration.
- 10 Evaluate the Company's occupational safety performance.
- 11 Perform other related tasks as assigned by executives.

Occupational Health and Safety Operations

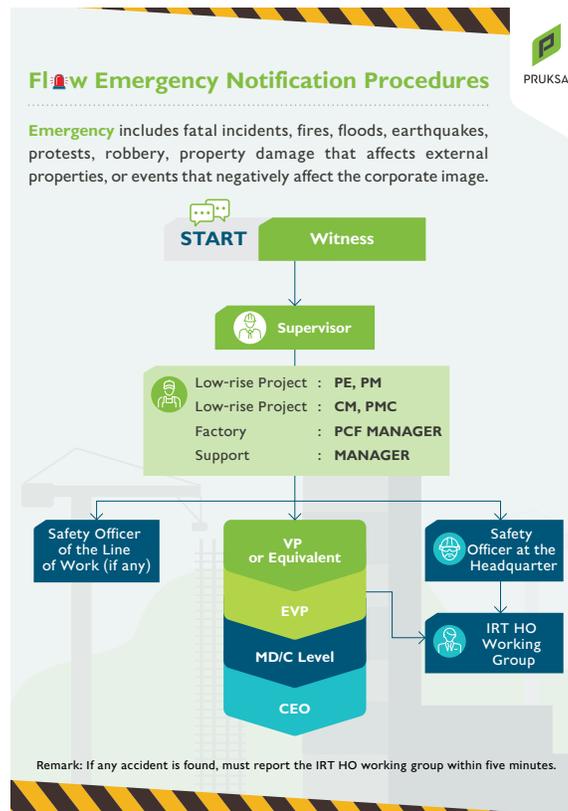
- The Company conducts risk assessment covering all work activities to prevent risks and effects on employees, both physically and mentally.
- The Company assesses the compliance with occupational health and safety regulations and other related requirements.
- The Company introduces the Safety Management Performance System to monitor safety management for low-rise construction projects.
- The Company appoints personnel to transfer knowledge of occupational safety at project sites.
- The Company provides trainings for employees through OPL (One Point Lesson) media.
- The Company regularly conducts operation inspection through the Site Walk program, led by project managers.
- The Company organizes a meeting every month to address safety issues at project sites.
- The Company provided the same standard labor camps in conformity with legal regulations at all project sites. They also serve as a study model for other organizations.
- The Company establishes rules, regulations and knowledge on occupational safety and operational standards. They are translated into four languages for foreign employees.
- The Company develops community relations in the areas around project sites to create positive attitudes, and supports local communities.
- The Company inspects the availability of machinery, equipment, and tools to ensure safety of life and property.
- The Company conducts communications on occupational health and safety through several channels such as SMS, email and public relations (PR) boards to employees and related parties.
- The Company provides trainings for employees to acknowledge accurate operational principles and suitable way to wear protective equipment since the beginning of work. This also requires continuous review.



- The Company organizes emergency drills in various situations to create understanding in operational process, reporting and coordination procedures, as well as roles and duties of employees in case of emergency.
- The Company inspects employee performance to ensure the compliance with the set safety standards. If not, there will be a disciplinary action.
- The Company investigates every incident to find out the real cause of that incident and address the core problem to prevent recurrence.
- The Company reviews occupational health and safety management by top executives to ensure its suitability and effectiveness.
- The Company implements Safety Talk and Training Need programs covering all risky activities to educate employees who work at project sites.
- The Company regularly conducts drug testing among employees and external contractors to prevent the risk of crime in line with legal regulations.
- The Company conducts environmental measurement both at offices and project sites to ensure suitable work environment.
- The Company coordinates with hospitals for any emergency or health cases.
- The Company monitors the air quality every day to alert employees at risk and allocate the budget to distribute dustproof masks to employees.
- The Company sets the measures to reduce small dust particles that affect the community by regularly spraying water over the source of dust and removing any risky items that may cause air pollutions.
- The Company inspects machinery and equipment on a weekly basis and put tags on those verified items.



Operational Guidelines in Case of Workplace Accidents



Safety and Emergency Management Measures

- 1 Install a non-CFC fire extinguisher every 20 sq.m. in the area where it can be easily removed. There are also clear signs for rapid and convenient use when necessary.
- 2 Install an emergency lighting system and emergency exit signs to facilitate evacuation.
- 3 Prepare backup flashlights at every emergency exits.
- 4 Install safety signs in all significant areas.
- 5 Prepare appropriate fire exits to facilitate swift evacuation.
- 6 Install automatic fire/ smoke alarm system in every room if possible.
- 7 Prepare proper fire extinguishers in chemical/ fuel storage areas.
- 8 Install warning signs to prohibit smoking or using fire in chemical/ fuel storage areas.
- 9 Use only insulated electrical cables on par with international standards in the office and fuel storage areas.
- 10 Regularly inspect the availability of aforesaid equipment.
- 11 Appoint and assign Floor Wardens to facilitate evacuation at various points.
- 12 Organize trainings concerning basic use of firefighting equipment every month to prepare employees for emergency response.
- 13 Organize annual emergency response, first aid, and fire drills every year.

Furthermore, the Company has considered annual accident statistics as part of the important development plan with the intent to promote zero accident to improve employees' quality of work life.

Occupational Disease Prevention

Pruksa has organized an annual health check-up by medical team from leading hospitals for all employees at both operational and executive levels to achieve good occupational health. With the main policy in reducing the risks of diseases and accidents at workplace, the occupational risk prevention measures were thus established to cover all working conditions including:

- Conduct a health impact assessment (HIA) based on risk factors and work activities.
- Organize a health check-up before starting work for project site and factory staffs with respiratory disease risk due to dust and noise pollution. This includes preparation of dustproof masks and first aid equipment.
- Organize an annual health check-up by occupational health physicians every year to monitor the impacts from the work environment and plan prevention solutions.

Actions for COVID-19 Prevention



Amid the COVID-19 epidemic, the Company has conducted impact prevention and mitigation by distributing masks to all employees, preparing hand sanitizers at various points at the office, sales office and project sites, setting up temperature screening points before entering the area, and implementing social distancing measures. For company partners, screening measures has been carried out. COVID-19 testing has been also provided for labors. Furthermore, the Company prepared emergency plans to tackle the COVID-19 situation in the prompt manner.



Hazard Prevention for High-risk Work

Pruksa has controlled high-risk work activities as follows:

- Executives conduct safety checks at construction sites to create safety leadership and facilitate safety assessment.
- Regarding electricity at construction sites, a temporary electrical system is designed including temporary power distribution panels equipped with an Earth Leakage Circuit Breaker (ELCB) to prevent electric shock and overload. For labor camps, a home electrical system is installed to ensure safety. Electrical maintenance standard is also introduced by using the Logout System.
- Other high-risk tasks include high work, hot work, work in a confined space, and drilling work are conducted via the Safety Work Permit System to ensure safety before, during, and after operations as well as to control employees and equipment in line with the same safety standards.
- Health check-up by risk factors facilitates inspection and monitoring of work activities that affect employees' health.
- The Company has improved operational standards and set penalties for non-compliance with safety standards. This covers both the Company and its partners, and will be attached to the employment agreement.

Safety in the Use of Raw Materials, Equipment, and Chemicals

- The Company select raw materials that are not harmful to customers and employees including materials and furniture that do not contain Volatile Organic Compounds (VOCs) such as Formaldehyde.
- The Company control the storage and classify the used chemicals with clear labels in line with the Company's regulations and standards. Employees are also educated about the Safety Data Sheet (SDS) of various chemicals.
- The Company audit suppliers to get raw materials that meet the Company's standards.

Intensive Trainings to Create Awareness of Occupational Safety and Health

With an aim of raising awareness among employees, Pruksa has organized nine occupational safety and health training courses including 41 training classes by the training centers registered with the Ministry of Labor. The target is to ensure that employees and related parties acknowledge the guidelines to eliminate the risks of accidents and occupational diseases. In this context, passed trainees will receive a certificate. Training courses are as follows:

- 1 Occupational Safety Awareness.
- 2 Safety Officer (Supervisory Level).
- 3 Safety Officer (Executive Level).
- 4 Safety Officer (Technician Level).
- 5 Occupational Safety and Health Committee.
- 6 Basic Fire Fighting.
- 7 Emergency Response.
- 8 Strict Occupational Safety Rules.



Building Safety Awareness among Employees and Partners

The Company has organized training courses to enhance occupational health and safety skills, knowledge, and capacity for high-risk employees and business partners to ensure proper and safe operations as well as to avoid the losses that may occur.



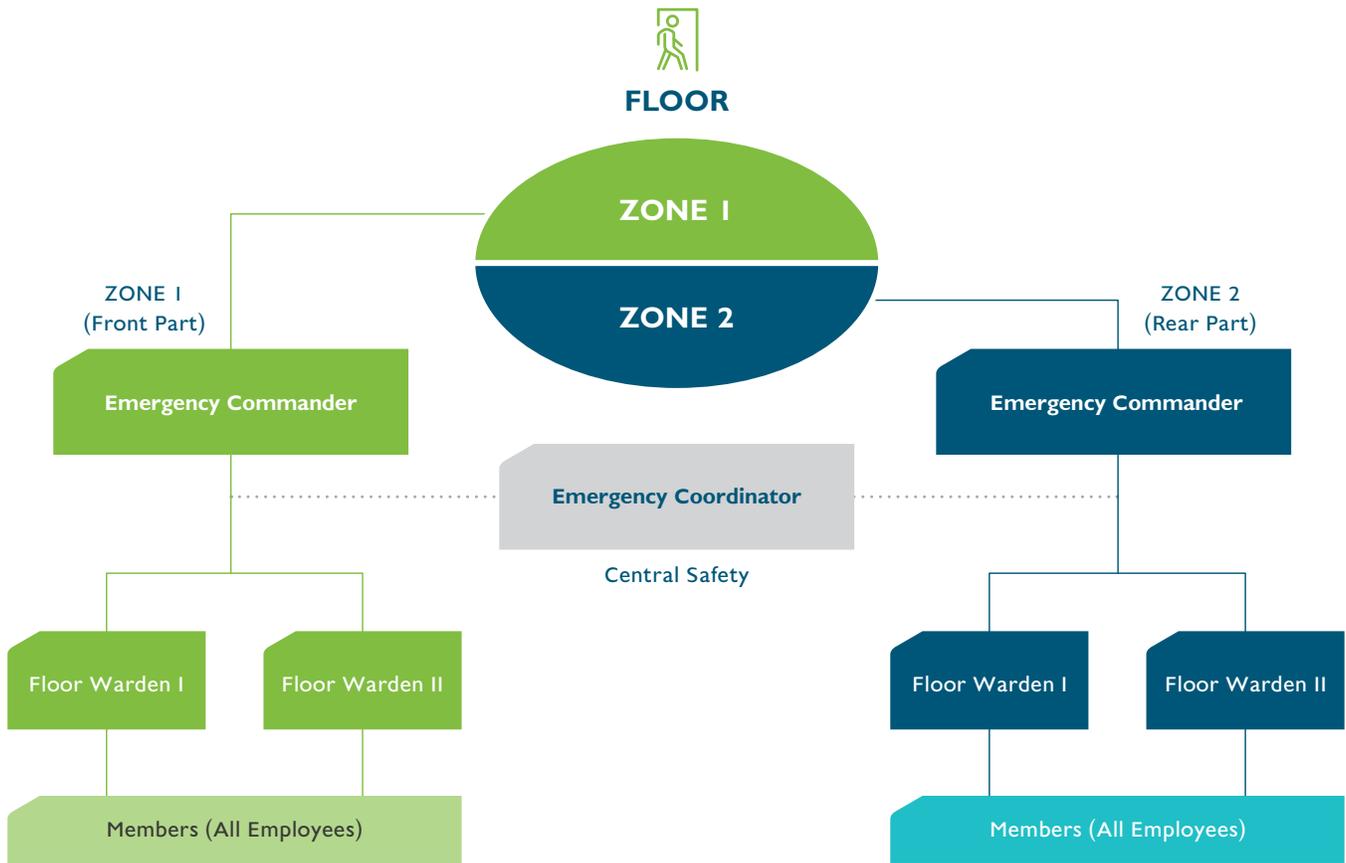
Emergency Drills

The Company has organized a basic firefighting and Cardio Pulmonary Resuscitation (CPR) training course. This year, the number of certificated trainees reaches more than 55% of the total number of employees which exceeds legal limits. Furthermore, emergency drills have been regularly conducted to mitigate risks and ensure that employees are able to carry out the procedures correctly and ready for emergency response.

Fire Prevention and Suppression Plans



A Fire Evacuation Team is Appointed on Each Floor in Harmony with the Building Conditions



- 1 Emergency Commander is responsible for making a decision on emergency evacuation and informing Floor Wardens and Members (Employees) to evacuate to fire exits.
- 2 Floor Warden I is committed to following Emergency Commander's order and provide evacuation guidance to Members (Employees). They must also lead members to fire exits by holding a fire flag to the assembly point. Then, they must check the member list to make sure that everybody is safe and report the results to Emergency Commander and safety agencies.
- 3 Floor Warden II takes charge of reporting the results to Emergency Commander and safety agencies as well as providing evacuation advice to Members (Employees).
- 4 Members have a duty to strictly follow emergency evacuation guidelines by rapidly evacuating to the assembly point and reporting to Floor Warden.

Regarding the qualifications, Floor Wardens I and II are required to pass basic firefighter training courses to enable preliminary fire suppression and receive a first aid and basic life support (BLS) certificate to be able to initially assist injured members.

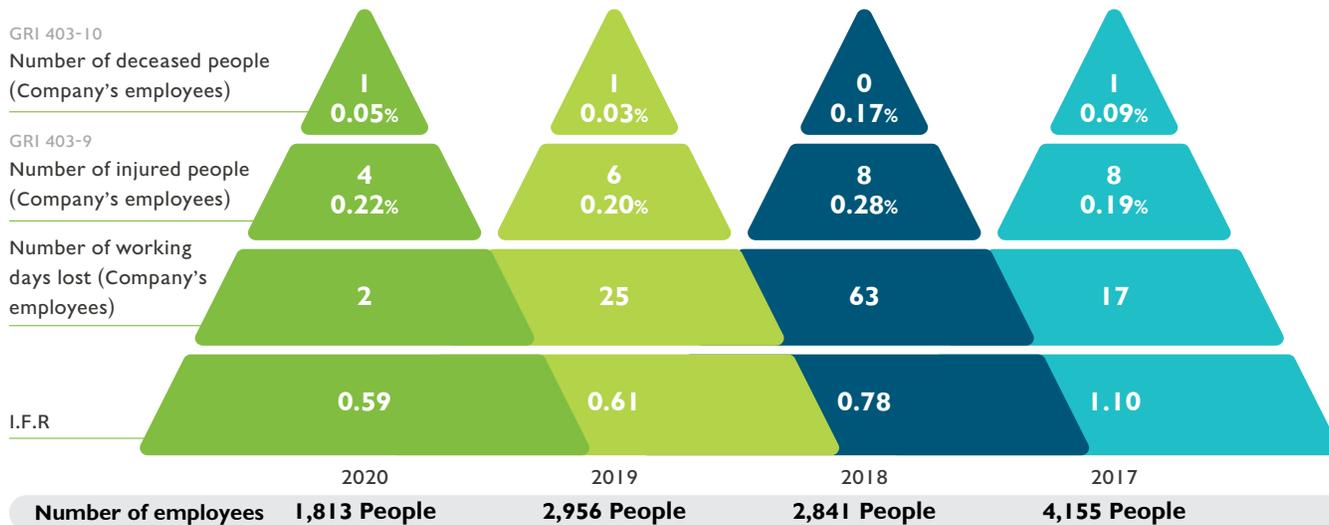
The Company has organized an annual fire drill to ensure that employees acknowledge the emergency evacuation guidance and the fire exit of the floor on which they are working. Furthermore, it aims to facilitate rehearsals for Emergency Commanders and Floor Wardens as well as to test the building’s emergency response systems including fire exits and other emergency systems. There are also video presentations for employees and visitors to study and follow the correct guidelines.



GRI 103-3

Statistics of Workplace Accidents (2017-2020)

According to the statistics in 2020, the overall trend in occupational has declined. In the same way, the absence rates have decreased, comparing with the previous year.



Care for the Society and Provide Good Opportunities

GRI 103-1

Believing that opportunities are abundant, Pruksa runs its business with the participation from communities and society under the concept of Heart to Society. With this concept, the Company cares for and provides good opportunities to the society. With expertise from its core business, the Company brings good health and better quality of life to the people with less opportunities in communities and society in compliance with the Sustainable Development Goals or SDGs.

GRI 103-3

On a continuous basis, the Company implements projects that support and create opportunities as follows:

- **The 19 years of “Pruksa Scholarship” Project**

In promotion of educational opportunity, Pruksa has been granting the “Pruksa Scholarship” to employees’ children in primary, secondary, and vocational levels with good academic records for 19 consecutive years with the aim to provide good educational opportunity so that they will become valuable members of the society in the future. This year, 89 scholarships with the total amount of 600,000 baht were granted.

- **Sharing Knowledge on Technology, Innovation, and Real Estate Business by Top Executives**

Because knowledge is opportunities, the top executives of Pruksa, who have always valued and developed their knowledge in real estate business, participated in sharing their knowledge and experiences in such fields as the manufacture of reinforced concrete parts, real estate manufacturing or REM, as well as marketing and branding to educational institutions and organizations such as King Mongkut’s University of Technology Thonburi, Bangkok University, and The Engineering Institute of Thailand Under H.M. The King’s Patronage. This is aimed to raise the education quality among instructors, students, and general public, and would finally result in the national development.

- **Pruksa Precast Learning Center**

With a visit to Pruksa Precast Navanakorn Factory by the Subcommittee from the Engineering Institute of Thailand or EIT, it was a good opportunity in sharing Pruksa’s expertise on precast technology to help enhance the knowledge and experiences of Thai engineers.



• **“Home Care for People with Disability by Pruksa” Project**

“Home” is the happiest place for all. Pruksa wishes everyone to have a home. In cooperation with the Social Innovation Foundation, Sirindhorn Hospital, and network of communities in Ban Had District, Khon Kaen Province, the “Home Care for People with Disability by Pruksa” project was initiated a bid to raise the quality of life and living standard of those who are in need. This is the second consecutive year of the project and two more houses for the disabled were built and modified. With the aims to reduce accidents in the house and strengthen the disabled’ body and mind, gave medical supplies to 19 physically-disabled persons in Khon Kaen Province was also provided to facilitate a sustainable living quality of the disabled.



In 2020
Raising quality of life
in community including
physically disabled person
& their family members
63 Persons

[Click to See Video Clip: Home Care for People with Disability by Pruksa](#)



• **Creating Professions for the Disabled**

In addition to a safe and secure place to live, the disabled also need a profession to earn their living. In cooperation with the Social Innovation Foundation, Pruksa supports the Project for “Creating Professions for the Disabled” so that they will be able to earn for themselves. During its 6-year implementation, the Project has been helping 31 disabled persons to live better lives, among which seven work with Pruksa and 24 work in organizations for public benefits in their neighborhood (in Khon Kaen Province).



Upgrading quality of life for
31 Physically Disabled Persons

[Click to See Video Clip: Bigger Than Physical Abilities are Human Heart with “Miss Thongluan Sornlong”](#)

[Click to See Video Clip: Bigger Than Physical Abilities are Human Heart with “Mr. Sittichai Ninkham”](#)



- **The 13th Consecutive Year of “Pruksa Blood Donation Volunteer” Project**

As the need for blood continues significantly, Pruksa, in cooperation with the Thai Red Cross Society, organizes the “Pruksa Blood Donation Volunteer” Project. The donation takes place four times annually. This is the 13th consecutive year of the project where executives, employees, and general public join in donating blood with an aim of giving more chances for patients in hospitals nationwide.

In 2020, 190,900 cc of blood was received from 464 donators. This amount of blood has helped over 1,392 patients. The donators also enjoy a better health from regular donation at every three months.

The amount of blood has helped over **1,392** Patients



Support communities' products in the Company's CSR activities

100%

GRI 204-1

- **Promotion of Community-Friendly Business**

Pruksa joins the network of Community-Friendly Business in a bid to promote and support the social enterprises that produce community products, such as OTOP and Bangkok Brand, so that the quality of live of the people be uplifted in line with the SDGs.

In 2020, snacks and products from communities were used in all of the Company's CSR activities



• **Free Physical Check-up and Vaccination Against Four Types of Influenza Virus**

In cooperation with Baan Mhor ViMUT Clinic, Pruksa organized health care programs for its residences, general public, and workers whose working environment was highly exposed to infection. These free-of-charge health care activities are listed here below:

1) Physical Checkup for customers in Plum Condi Rangsit Alive Phase 1 and 2, and Plum Condo Chaeng Wattana Station.

2) Vaccination Against Four Types of Influenza Virus: The program was provided for mass media and officials in Phaya Thai District who were highly exposed to infection due to their working environment such as waste collectors and street sweepers.



• **V-Health Hotline**

The COVID-19 pandemic generates anxiety among people. Realizing the need of precise information and comprehensive consultation, ViMUT Hospital set up an “Ad-hoc Hotline” to provide consultation and advice by medical personnel on how to react when suspecting the infection and how to take care of oneself. The Hotline does not only give advice about COVID-19 test but also provides general healthcare to all Thais. Started in March 2020, the Hotline continues to operate up until the present.



- **Drug Delivery by Baan Mhor ViMUT Clinic**

During the spread of COVID-19 virus, people travel less to reduce infection risk. Baan Mhor ViMUT Clinic facilitates its patients to avoid traveling from home to see doctors or obtain drugs. By calling in to the Clinic, patients can consult with doctors and order medicines. The medicines will then be delivered right to their homes. The service was designed for safety in compliance with the government’s policy “Stay home, stop infection for the nation”.



- **ViMUT Give & Share CSR Project**

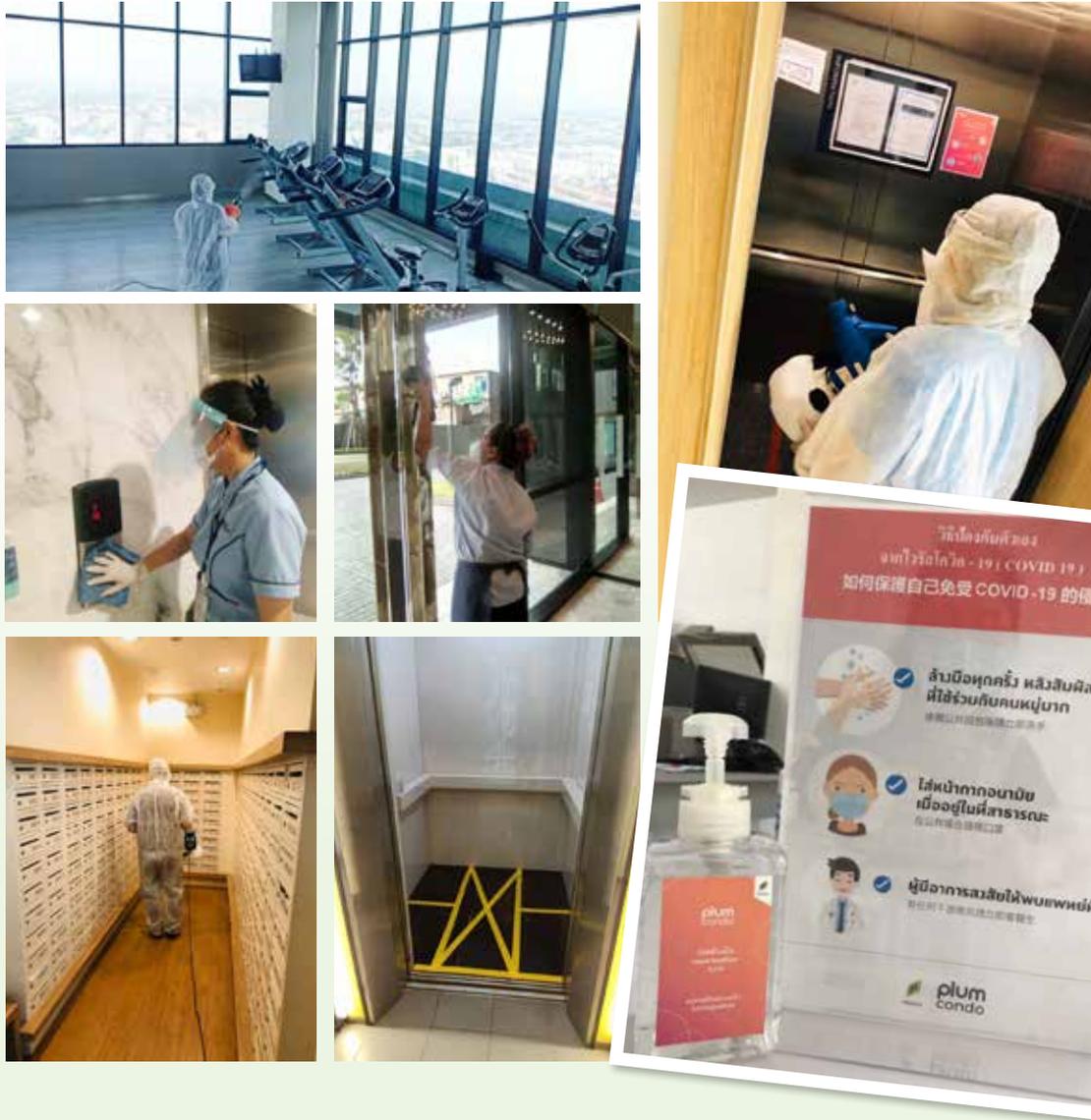
The blinds are more exposed to COVID-19 infection as they need to use hands for touching things. ViMUT Hospital donated alcohol gel for the blinds in the Thammikachon Foundation for the Blind, Nakhon Nayok Province, as a helping hand during crisis.

Patients with chronic kidney disease need to have a hemodialysis on a regular basis. As their immune systems are weakened, this group of patients are much more at risk of infections than others, so vaccination is critically needed. However, not everyone is able to access appropriate vaccination. Believing that preventive medicine is the key to maintaining good health, ViMUT Hospital donated the encephalitis vaccine to low-income patients with chronic kidney disease to prevent from infection.





Continuing Business during the COVID-19 Situation



The spread of the Coronavirus Disease 2019 (COVID-19) has currently disrupted economic activities. However, Pruksa has prepared the Business Continuity Plan (BCP) in conformity with the ISO 22301:2012 standard and systematically transferred the Risk Management Plan to achieve consistent implementation. Therefore, in the event of a COVID-19 outbreak, the Company has applied such plans to the core businesses in a comprehensive and timely manner. The seven pillars according to McKinsey & Company analysis system have been also adopted as the guidelines for adjusting business models to facilitate continual operations.

Seven Processes of COVID-19 Response



1. Protect Employees after assessing the effects of COVID-19 on employees, the Company has expedited the protection of employees who are the significant resource of the organization. This includes mask distribution, body temperature measurement, provision of hand sanitizers at touch points, a shift to working from home according to social distancing measures, as well as the establishment of the Hotline Center with a medical team from ViMUT Hospital providing healthcare consultations to employees.



2. Set up a Cross-functional Response Team the Company established the Emergency Response Team COVID-19 to assess situations and trends that may arise. The plans were to formulate the policy, identify necessary resources for crisis management and prevention, and report to the Top Management Committee to approve the BCP implementation throughout the organization. In addition, the Incident Response Team (IRT) was appointed to respond to emergency situations in a timely manner.



3. Develop Financial Stress Testing and Contingency Plans the Company has developed three scenarios which are: 1) Best Case Scenario; 2) Base Case Scenario; and 3) Worst Case Scenario to facilitate the Financial Stress Test. A dashboard was also developed to track key financial indicators by using the obtained information to formulate response plans and facilitate financial liquidity management in harmony with the situation.



4. Optimize Supply Chain Plan the Company has adjusted construction plans in accordance with the business plan and the current situation all the time. Therefore, the demand for materials must be adjusted and planned on a continual basis. This includes the enhancement of partner network efficiency through information sharing systems to maintain supply chain stability as well as seek for new business partners to prepare for possible crises.



5. Adjust Marketing Plans and Set up New Sales Channels the housing market covering both condominiums and housing estates has been heading for a decline since late 2019 due to the decreased purchasing power both domestically and internationally. The average sales rate was 31%, which is the lowest in 10 years**. Moreover, the COVID-19 epidemic has reduced customers' chance to visit projects leading to low purchase decisions accordingly. The Company has therefore introduced more online marketing measures to facilitate customers in the digital age.
** (Colliers International Thailand, 2020).



6. Practice the Plans with a Top Team through In-depth Tabletop Exercise after conducting crisis severity assessment according to the stages of COVID-19 pandemic, the Company has simulated the practice situation in line with the Business Continuity Plan (BCP) by moving the Critical Process to the secondary site at Pruksa Precast Navanakorn Factory. In this context, the practice has been constantly evaluated to prepare for such situation.



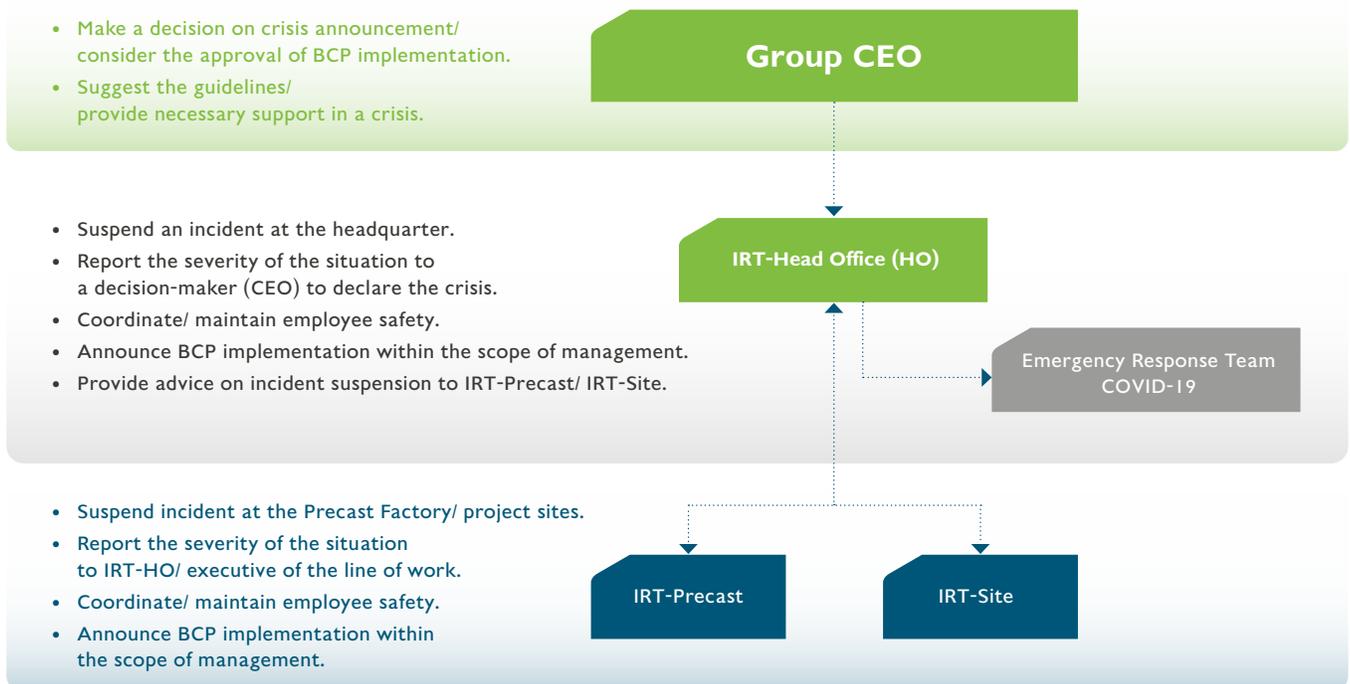
7. Demonstrate Purposes with the belief that the strong community helps to strengthen business, the Company has developed the corporate social responsibility (CSR) guidelines to assist the society in the multidimensional manner.

COVID-19 Crisis Management Process

With the focus on crisis management and communication, the Ad Hoc COVID-19 Response Team and the Incident Response Team (IRT) have been elected from executives and representatives from business and support agencies. The structure is shown below:

Structure of Emergency Response Team COVID-19

The working group would attend the meeting every week to assess the situation and report the results to the Top Management Committee to contribute to important decisions such as decision on crisis announcement in the event of an uncontrollable situation and implementation of the Business Continuity Plan (BCP). More importantly, the Company committed to communicating news and information to all groups of employees regarding response steps and guidelines. This covered all stakeholders in the most comprehensive way.



Emergency response and crisis management are clearly divided into four phases as follows:

Phase 1 **When the COVID-19 Outbreak was Found in Foreign Countries:** Since there has not been an epidemic in the country, the Company focuses on preparation of necessary resources and readiness for business continuity. The target is to ensure that the set plans can be practiced in the event of an accident. In this context, the Emergency Response Team COVID-19 will cooperate with the Incident Response Team (IRT) to supervise crisis management and transfer policies to related agencies to operate in accordance with the Business Continuity Management (BCM) Framework.

Phase 2 **When the COVID-19 Outbreak has Spread to Thailand:** It is continued from the first phase operations. At this stage, the Command Center is established to communicate information, provide medical supplies and materials to prepare for the outbreak, procure necessary resources for BCP implementation, as well as prepare for evacuation of employees working in the critical process to the secondary site.

For employees working in the Support Process, the Company prepares necessary information technology (IT) applications to support teleconferencing and work-from-home model to promote business continuity.

Phase 3 **When Person-to-person Transmission of COVID-19 has been Continuously Found:** This phase involves with management and decision making when there is an incident or critical situation. The Emergency Response Team COVID-19 and the Incident Response Team (IRT) will jointly manage the incident and situation, make a decision, coordinate with business and support agencies, as well as manage IT support to facilitate continuous business operations at the secondary facility.

Phase 4 **When the Work Activities and IT Events are Recovered and Returned to Normal:** In this stage, the Company will announce the termination of BCP implementation. The Emergency Response Team COVID-19 and the Incident Response Team (IRT) will collaborate in accelerating business recovery.



Adaptability in Critical Situations

In parallel with emergency response planning, the Company has also considered adaptation measures and reviewed multidimensional operations in harmony with the changing situation in each phase as follows:

Product and Service Development

- **Protect Employees** The Company has prepared notices to communicate and suggest proper practices to employees including their families, distributed protective equipment such as masks and hand sanitizers at risky points, as well as issued policies for employees to get video conferencing instead to promote social distancing measures.



- **Adjust Construction Plans** the Company has discussed on the adjustment of project development plans; construction reduction; and review of stocks, work in process, and raw materials of each project to address the revised construction plans in harmony with the situation in the appropriate and timely manner. The plan will cover all stages of COVID-19 transmission focusing on the safety of employees and stakeholders.
- **Review Project Launches** the Company has to review the Selling, General and Administrative Expenses (SG&A) to accommodate the projects with construction delay. This includes the reconsideration of new project launches which normally require event management. In this context, online event management has been introduced to reduce the risk of COVID-19 spread. Furthermore, the property transfer acceleration strategy has been implemented together with digital marketing plans.



Distribution and Service Delivery

- Conduct Work Plans with Partners** the Company has notified partners of the current measures to prevent the spread of virus. In addition, it has planned to adjust the co-working processes such as reducing the billing cycle from four times to two times a week and assigning employees to deliver goods at a specified point to reduce congestion at common areas, i.e. elevators. The obligations and conditions of both existing and future partnership agreements will also be reviewed in the events of an epidemic and force majeure.
- Facilitate Customers** the Company has also informed customers of the current measures to prevent the spread of virus. Furthermore, it established the Hotline Center with a medical team from ViMUT Hospital providing healthcare consultations to customers. Moreover, the Communication Plan has been prepared by juristic persons. More online marketing strategies have also been introduced to ensure safety and facilitate customers in the digital age. This includes online project launches, booking services via project websites, and project visit via video calling.



Liquidity and Financial Status

- Conduct Financial Planning** the Company has conducted financial stress testing to establish the concise operational and financial management guidelines and searched for funding sources in various forms to prepare for each situation.

Communication with Both Internal and External Stakeholders

The Company classified stakeholders into two groups for appropriate communication planning in the event of crises as follows:

- Internal Stakeholders** consist of employees and executives, which are key forces for driving the business. The Company has prioritized spiritual encouragement among personnel as well as enhancement of knowledge on healthcare and self-protection from the COVID-19 pandemic through various channels on an ongoing basis. If employees have questions, they can seek advice from the Hotline Center. Furthermore, strict operational measures were also enforced among employees working at the headquarters, factories, project sites, and sale offices to ensure workplace safety and promote COVID-19 prevention cooperation.

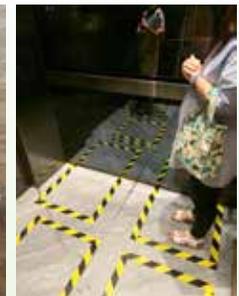


2. **External Stakeholders** consist of customers, suppliers, creditors, community and society, shareholders, and competitors. The Company has created various campaigns to promote self-care and social responsibility through the transfer of knowledge about self-care, home care, and work-from-home model. It has also cooperated with Vimut Hospital and established the Hotline Center to provide healthcare advice to clients and the general public. Above all, the Company has spiritually encouraged the medical team who are frontline warriors fighting the COVID-19 pandemic through the “Clap Your Hands” campaign and cheer up all Thai people to pass through this crisis together through the “Smile” campaign.

Other Important Aspects

- **Care for Building Mates** as its headquarter is located in the Pearl Bangkok Building, which combines offices of various companies, Pruksa has consulted with other tenants and the building department to set the COVID-19 Response Plan and Measures. The aim is to mutually set the epidemic prevention guidelines covering all stages of transmission. This includes the establishment of the Command Center to publicize information, procurement of necessary medical supplies and equipment, as well as implementation of COVID-19 screening measures, infection tracking plan, and rehabilitation plan when the outbreak ends.

The Emergency Response Team COVID-19 is responsible for issuing the main policy to achieve consistent understanding and practices throughout the building; while the Incident Response Team (IRT) is responsible for directing the implementation of important policies and guidelines.



Comprehensive Impact Mitigation Measures

The spread of COVID-19 has far-reaching impacts. With concern for all groups of stakeholders, the Company has conducted impact assessment and established the guidelines for impact management to provide relief and support to all involved parties as follows:

Employees and Their Families

- **Personnel** the Company has examined the operational readiness of all employees including key personnel who work under the BCM framework, and general personnel who stop working during a crisis via their supervisors' report. The aim is to summarize the number of personnel recruited to facilitate normal operations. There is also an assessment of the situation and the need for additional welfare during an emergency.
- **Premise and Infrastructure** the Company has inspected and assessed the availability of the main office building when the situation returns to normal with the focuses on safety, availability, and convenience of location and infrastructure.
- **Information System** the Company has inspected and analyzed the availability of information systems by testing the availability of each work system to ensure that all processes can be supported when the Disaster Recovery (DR) System is used. It must also be assured that primary systems can return to normal operations and transfer data from the backup system to the main system in the complete manner when the emergency ends.
- **Business Processes** there is periodic assessment of the capacity to resume business as usual. In the event of a widely-affected incident, the Company has to assess the capacity to conduct normal transactions with partners and external agencies.

Customers

The Company has discussed the guidelines to sign a cooperation agreement between the Office of the Consumer Protection Board (OCPB) and business operators before setting up a measure or campaign initiated by the OCPB with criteria, conditions, and qualifications of the customers who will receive a refund as follows:

- **In Case of Death**
 - In case that the deceased is not a contract partner, it is required to prove that such death occurs after contract signing.
 - This excludes a spouse, children, and parents of a contract partner.
- **In Case of Illness or Loss of Capabilities**
 - Illness must occur after contract signing.
 - A valid medical certificate is required.
 - There must be an evidence of a huge cost burden.
- **In Case of Employment Termination**
 - He/ she must work before contract signing.
 - There must be a document proving the termination or information about compensation under labor law.

In addition, the Company set the measures to assist customers by enabling installment payment during the COVID-19 situation for the projects with transfer plans and projects with construction delay plans as follows:

- Customers pay down payment as usual.
- In case that customers request to delay the payment, the Company will approve on a case-by-case basis for three months.
- In case that customers default on payments, the Company will suspend loan collection for three months.
- The Company will suspend the Auto Cancelling System for three months according to the situation.
- The Company will reconsider the potential of the customers who default on payments after three months.

Shareholders

Originally, the Company scheduled the 2020 Annual General Meeting of Shareholders on April 29, 2020. To avoid the spread of COVID-19, the meeting was postponed to June 26, 2020 in the form of an online meeting via YouTube Live program and taken place in the meeting room with the limited number of attendees of 60 people. In this event, strict measures were implemented to screen the attendees by measuring temperature, allowing only those who wore face masks, keeping social distance, and registering via the QR Code System to create confidence in safety management measures.

Community and Society

Pruksa insisted on being another force in helping communities and people in society who suffer from unemployment, lack of income and health concerns by accepting application for real estate brokers to expand job opportunities. Furthermore, it has opened free markets to assist local restaurants affected by the COVID-19 crisis in various zones such as Bang Yai, Rangsit, Bang Na, and Suvarnabhumi to help generate income for SME entrepreneurs which are the main foundation for driving the Thai economy. In addition, in collaboration with ViMUT Hospital, the Company established the Hotline Center to provide healthcare consultations to general public free of charge.



Building Stability and Confidence among Personnel

Personnel is regarded as a driving force for corporate sustainable growth and the most significant resource for the organization. In the situation of the COVID-19 epidemic, even though the operating results have not met the set goals, Pruksa still paid normal remuneration including a mid-year bonus to all employees. It also prompted to help and take care of employees and their families to pass through this crisis together.

The Command Center was also founded to publicize information, procure medical supplies and materials to prepare for the outbreak, as well as prepare other necessary resources for the implementation of the Business Continuity Plan (BCP). For instance, the secondary facility has been prepared to accommodate the Critical Process. Both information systems and infrastructure at such facility must also be ready to facilitate normal operations as efficient as those at the headquarters. The Company also facilitated employees with transportation and provision of temporary accommodations for those who need.

For the employees working in the Support Process, the Company has prepared the work-from-home model by preparing IT applications to support remote conferencing via the Google Hangout Meet and VPN systems to keep the business running continuously. For the office building which was still open, the temperature screening measures were implemented with all employees and building service users. Furthermore, more strict cleaning measures were promoted to ensure building safety.

Adaption to the New Normal Both in the Short and Long Terms

Pruksa focused on adaptation to the New Normal, both in the short and long terms. During the COVID-19 epidemic, the Company was still in the surveillance state. The set plans include development of new sales channels through digital tools such as project model presentation via VDO Live, and production of VDO clips to facilitate virtual project visits. In addition, the Pruksa Online Booking System was introduced to allow customers to reserve houses via online channels.

When the COVID-19 situation is resolved, the Company prepares the plan to address the New Normal lifestyle by studying trends in consumer behavior changes to develop products and services to accommodate house-based activities. For example, Homelife provides the service of designing houses, club, and common areas more functional in accordance with the changing lifestyle; and Health Proof applies innovations in addressing a more hygienic life through touchless and facial recognition systems, home ventilation system, etc.

Social and Philanthropic Activities

With care for the society affected by the COVID-19 epidemic, Pruksa shared knowledge and resources as well as provided assistance to help everyone get through this crisis together. Details are as follows:

- **Use Digital Tools and Platforms to Help those Affected By the COVID-19 Crisis** by allowing the unemployed to attend real estate broker training programs, opening free markets for affected restaurants, and offering free marketing promotion for restaurants in different zones such as Bang Yai, Rangsit, Bang Na, and Suvarnabhumi.



- **Provide Public Health and Medical Services** and establish the Hotline Center in collaboration with Vimut Hospital to provide healthcare and COVID-19 prevention advices to Pruksa’s customers and the general public free of charge.
- **Strengthen Relations** Pruksa participated in lesson learned in terms of business operations during the COVID-19 situation with the Stock Exchange of Thailand (SET) and Thaipat Institute for transferring to other companies and the general public to apply in their business operations and corporate management.
- **Share Knowledge with Stakeholders** the Company has continuously transferred knowledge on COVID-19 prevention through online platforms, both internal and external, such as Digital Signage, Line Official of Pruksa Engagement, and Facebook Fanpage of Pruksa Family Club.
- **Collaborate with Alliance Networks** to jointly drive the economy forward during the COVID-19 situation, the Company has collaborated with alliances in the banking sector to facilitate customers’ home loans. In this context, Mr. Thongma Vijitpongpun, President of Pruksa Holding PLC., in cooperation with the public and private sectors in the real estate industry shared the vision to drive businesses forward during the COVID-19 crisis. The event took place on September 3, 2020.
- **Prepare Measures to Take Care of Customers** the Company promptly provided assistance in case that customers are infected with the COVID-19 virus via the Call Center 1739 and the Ad Hoc Hotline as well as offered public health services to the villages with infected residents through knowledge transfer in terms of self-care as well as cleaning and sanitizing procedures for village safety.

Policy Dialogue and Advocacy Activities

To take part in stimulating the national economic growth, the Company organized various special campaigns to facilitate customers who want to own homes and alleviate the purchase burden of customers who reserve and transfer ownership of Pruksa’s townhouse, single detached house, and condominium. Special offers include free 24-month installment payment, additional discount of up to one million baht, and free gold of one baht on the ownership transfer date.



Let's fight together... ร่วมใจ ห่วงไกลไวรัสโควิด-19

สวัสดีครับ พนักงานทุกคน

สำหรับสถานการณ์ผลกระทบจากไวรัสโควิด-19 เชื่อว่าทำให้หลายๆ คนเกิดความวิตกกังวลถึงสถานะความไม่แน่นอนที่เกิดขึ้น

ผมอยากให้เราใช้ชีวิตอย่างมีสติ คิดไตร่ตรองปัญหาไปทีละอย่างว่า..
เราจะรับมือกับสถานการณ์นี้ได้อย่างไร

ด้านสุขภาพของตัวเรา เราต้องมีความรับผิดชอบต่อตัวเอง ดูแลตัวเอง ใช้ชีวิตอย่างมีสติ ป้องกันตัวเองจากโรคภัย อย่าประมาท เพราะไม่ใช่แค่ตัวเราเท่านั้นที่มีความเสี่ยง หากเราใช้ชีวิตแบบความประมาทและตัดเชื้อไวรัสขึ้นมา ครอบครัวเรา ญาติพี่น้อง เพื่อนร่วมงาน และสังคมโดยรอบก็จะได้รับความเสี่ยงและเกิดความกังวลใจไปด้วย

ส่วนด้านความรับผิดชอบต่อบริษัทฯ ในสถานะแห่งความไม่แน่นอน สังคมเกิดความกังวล ธุรกิจก็ยิ่งต้องดำเนินไปได้ต่อไปได้ ขอให้เราช่วยกันคิดวิธีที่จะทำให้เราผ่านวิกฤตินี้ไปด้วยกัน
อยากให้ทุกคนร่วมมือร่วมใจกัน ในเรื่องเล็กน้อยที่ไม่ควรมองข้าม อย่างเช่น การสร้างความมั่นใจกับลูกค้า ด้วยการเข้มงวด ในการดูแลรักษาความสะอาดที่โครงการ ให้ปลอดภัย การสวมหน้ากากอนามัย ไปจนกระทั่งการหลีกเลี่ยงการขายสินค้า หรือออนไลน์ แบบใหม่ๆ ในสถานะที่ลูกค้ามีความกังวลนี้ด้วย

และสุดท้าย ผมอยากให้พนักงานทุกคน..ร่วมมือร่วมใจ
ในทุกๆ เรื่อง ช่วยกันทุกคนคนละไม้คนละมือ

“**ผมมั่นใจว่า เราจะผ่านพ้น
วิกฤติไวรัสโควิด-19
ไปพร้อมๆ กันได้ด้วยดีครับ**”

คุณพงษ์ วชิรพงษ์พันธ์
ประธานกรรมการบริหารและประธานเจ้าหน้าที่บริหารกลุ่ม
บริษัท พุกกะ โฮลดิ้ง จำกัด (มหาชน)



Business communication during the COVID-19 situation by the Top Management Committee is also an important strategy to build confidence among stakeholders. In 2020, the Company organized a press conference to report its turnover with investment analysts, publicized corporate news via mass media in a regular manner, as well as organized the Annual General Meeting of Shareholders to communicate with investors, financial institutions, and shareholders. This clearly reflects the Company's constant care to all groups of stakeholders.



Customer Relationship Management

GRI 103-1

With “**Heart to Home**” strategy and the vision to deliver the highest satisfaction to customers, Pruksa established the Corporate Customer Relationship Management Division. The division is responsible for setting up strategy, planning, and developing relationship with customers through important steps of relationship management and in line with the Customer Journey, as customer is the important stakeholder.

GRI 103-2

Customer Journey



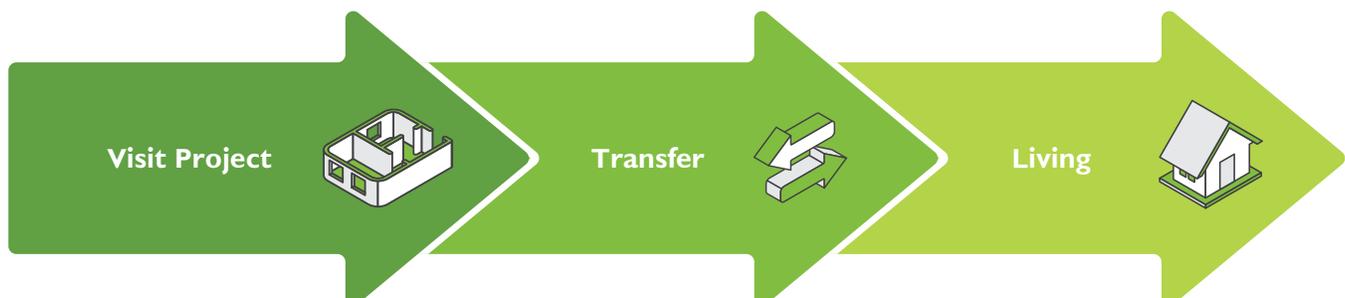
Throughout 2020, the Company continued to focus on customer relationship management or CRM. With the customer centric concept, the data on Customer Journey was collected and linked to the Company’s sales and service systems which enabled the Company to better recognize and understand the needs of its customers (Customer Single View).

The data from CRM system will then be used for developing and improving of work procedure in each relevant unit for a better efficiency, in conformity with the set goal. The customer satisfaction assessment from the past year was also analyzed in each step of works in a bid to develop and improve the Company’s products and services which would lead to a better satisfaction of customers. In addition, the organizational-level goals and strategic plans were then set up. Working groups and executives responsible for each plan would monitor and report the performance to top management on a monthly basis.

GRI 103-2

Comprehensive Customer Satisfaction Development Plan

- **Zero Defect** is a major project that the Company focuses on, in a bid to develop customer satisfaction. The summary of the top ten defects from the past year are analyzed and planned, and the goals for improvement products and services would be set from design, material changing, vendor selection, worker trainings, to work procedure adjustment, in order to better the efficiency of customer complaint management.
- **Constant Update of Company Database** is aimed to communicate and interact with customers through various channels, both on-line and off-line e.g., SMS, email, letter, social media, and mobile application, etc.
- **Three Stages of Customer Satisfaction Development Plan** Pruksa regularly evaluates the customer’s satisfaction in 3 important stages-project visit, ownership transfer, and move in.



- **Visual Questionnaire Application** through data collection and analysis, the Company can suggest personalized products to customers. When a customer visits any of the Company’s project and find it not meet the needs, the sales representatives can offer other projects to him/ her without a need to ask for more information. Not only time saving and impressive, but it also creates sales opportunities.
- **Pruksa Member Project** the project is aimed to manage and develop good relationship with customers. By dividing its members into 3 levels based on qualifications and conditions. Pruksa members will enjoy two tiers of privileges: first is the points obtained from member suggestion, and second is a special discount from partners’ stores which is varied in accordance with the level of the member. Pruksa members include not only the customers but also those who are interested in Pruksa projects in a bid to create confidence and satisfaction, which can lead to suggestion to friends and acquaintances, and finally to sales opportunities.

Levels of Pruksa Members

- **Platinum** A customer with more than 1 unit purchase or an accumulate purchase volume of over 10 million baht.
- **Green Plus** A customer with 1 unit purchase.
- **Green** People who are interested in the Company’s projects.

Summary of Customer Satisfaction Evaluation

CRM system is adopted in each step of evaluation. Evaluation form would be sent to customers via email and SMS. Evaluation scores would be processed automatically in the system. The management and relevant parties can access to the scores real time through the Business Intelligence (BI). Each unit can use the scores for a better business decision on a timely manner, as well as can use the data for customer satisfaction improvement.

GRI 103-3

Even if the year 2020, saw the COVID-19 pandemic which sent serious impact to its services, but through strategic plans and hard work, the Company received an average customer satisfaction score of 90.13%, a very satisfactory level.

Contact Channels for Customers and General Public

-  **Telephone:** Pruksa Contact Center 1739
-  **Mobile Application:** The Living
-  **Website:** www.pruksa.com, click “contact us”
-  **Pruksa Live Chat:** www.pruksa.com
-  **Website:** <https://member.pruksa.com/>
-  **Facebook:** Pruksa Family Club
-  **Letter Attending:** Group Chief Executive or Chairman of the Audit Committee



An average
customer satisfaction
score in 2020

=

90.13%



Empowering through Network Engagement

In a bid to drive the economy, society, and the environment towards sustainable development, the Company has participated in the network of sustainable development in the following organizations:



SDG-Friendly Business



Community-Friendly Business



Thailand Responsible Business Network: TRBN



Sustainability Disclosure Community: SDC



Thai Private Sector Collective Action Against Corruption: CAC



Social Innovation Foundation



The Stock Exchange of Thailand



Sirindhorn Hospital, Khon Kaen Province



TPBI Public Company Limited



Environment Department, Bangkok and WWF Thailand



Phaya Thai District Office

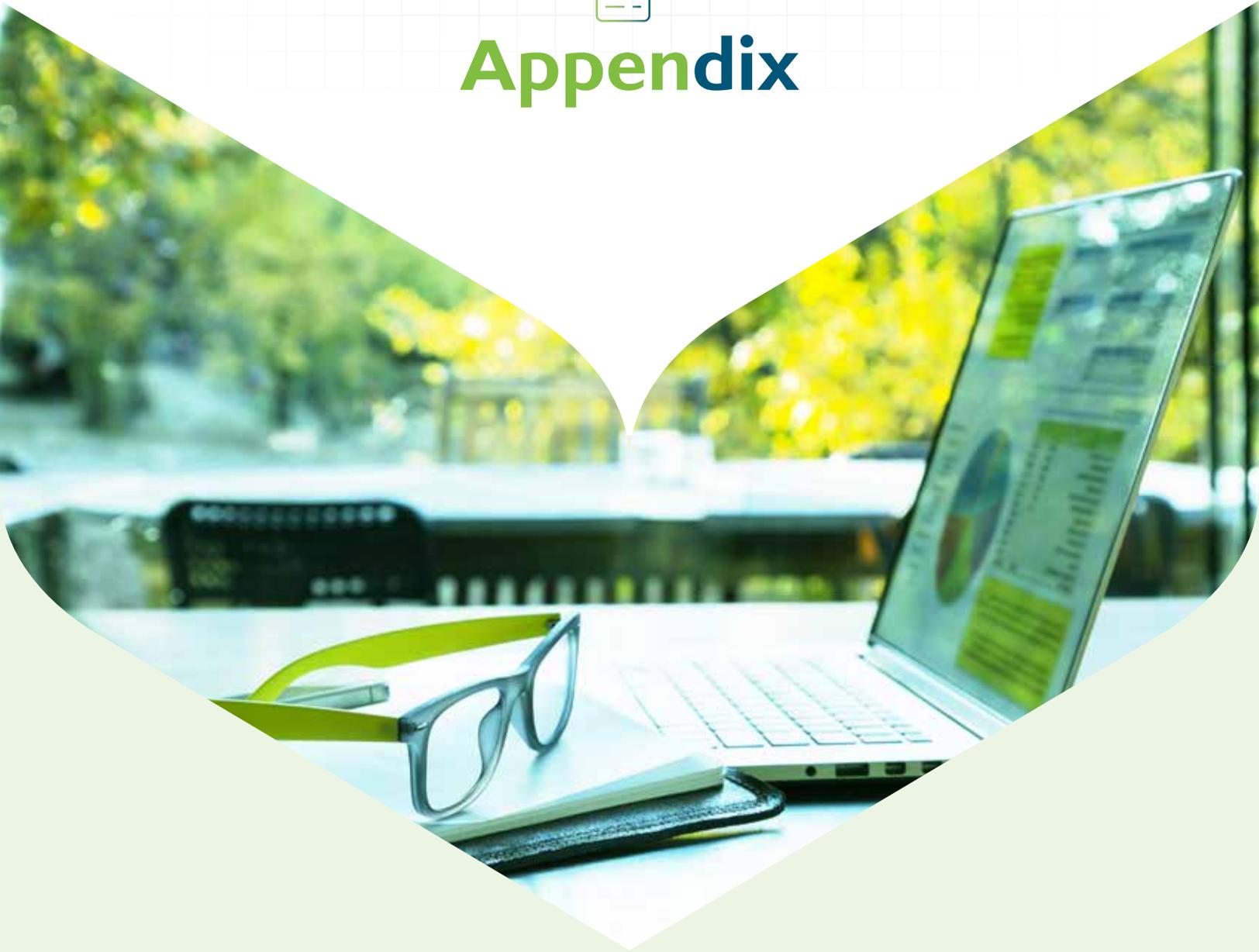


National Blood Centre, Thai Red Cross Society





Appendix





About this Sustainability Report

GRI 102-50, GRI 102-52, GRI 102-54

Background

Pruksa Holding PCL has been presenting the annual sustainability report for 5 consecutive years. This report has been prepared in accordance with the GRI Standards: Core Option. It covers the Company's performances in economic, social, environmental and good governance practices from January 1st until December 31st, 2020.

Moreover, the Company integrates the performances with the Sustainable Development Goals: SDGs in order to ensure the commitment towards sustainable development together with all stakeholders.

GRI 102-45

Boundaries of the Report

This report represents the performances in economic, social, environmental, and good governance practices of Pruksa Holding PCL and its subsidiaries including Pruksa Real Estate Public Company Limited and ViMUT Hospital Holding Company Limited operating only in Thailand, during January 1st and December 31st, 2020. The performance indicators in economic, social, environmental, and good governance only cover Pruksa Real Estate PCL because ViMUT Hospital Holding Company Limited is currently under construction and is expected to inaugurate in 2021.

GRI 102-56

Report Credibility

Executives in each line of work have reviewed this sustainability report in order to ensure that the report is credible and complete, with contents covering all important aspects required for the Company's sustainable development, as well as responding to all groups of stakeholders. Moreover, the report and its key performances index have been certified by the Third Party who is independent and expert in certifying the Company's performance for the credibility and transparency of the Company in accordance with the Global Reporting Initiative: GRI standards as indicated in pages 150-151.

GRI 102-53

Inquiry

For inquiry or information related to this report, please contact:

Corporate Social Responsibility (CSR) Department

Pruksa Holding PCL

 csr@pruksa.com

 0 2080 1739



Independent Assurance Statement

To Pruksa Holding PCL on the Sustainability Report 2020

Pruksa Holding PCL or PSH requested Thaipat Institute (the Foundation for Thailand Rural Reconstruction Movement under Royal Patronage) to carry out an assurance engagement response to the Sustainability Report 2020.

Criteria for report preparation

- The Global Reporting Initiative (GRI) Sustainability Reporting Standards: Core option.

Criteria for assurance standards

- The AA1000 Assurance Standard (AA1000AS v3).

Addressee

The intended users of this assurance statement are the management of PSH and its associated stakeholders.

Scope of Assurance

The scope of this assurance engagement based on Type 1, AccountAbility Principles: evaluation of adherence to the AA1000 AccountAbility Principles and to the GRI Sustainability Reporting Standards in accordance with the 'Core' option. The scope of this assurance engagement does not provide conclusions on the reliability of the performance information.

Disclosures Covered

The assurance engagement is based on information that is publicly disclosed on the Sustainability Report 2020 of PSH for the year ended 31 December 2020.

Methodology

We carried out Type 1 moderate assurance in accordance with AA1000AS. The Type 1 engagement requires us to report on the nature and extent of adherence to AA1000 AP. To achieve moderate level assurance, we have used the criteria in AA1000AS to evaluate adherence to AA1000AP. We undertook the following procedures:

- Reviewed the policies, practices, management systems and processes and performance information to be included within the Sustainability Report 2020 of PSH.
- Analyzed information on performance provided in the Sustainability Report 2020 of PSH as a source of evidence to evaluate adherence to the principles and guidelines.
- Inquired the processes PSH undertaken to adhere to the principles of inclusivity, materiality, responsiveness and impact.
- Assessed the extent to which PSH has applied the GRI Sustainability Reporting Standards including the Reporting Principles.
- Provided observations/recommendations to PSH in accordance with the scope of assurance based on defined criteria.

Findings and Conclusions

- Based on the scope of assurance using the AA1000AS v3, we conclude that PSH has applied processes and procedures that adhere with the principles of inclusivity, materiality, responsiveness and impact as set out in the AA1000AP (2018); and
- Based on the scope of assurance using the GRI Sustainability Reporting Standards, we conclude that PSH has followed Reporting Principle and Standard Disclosures in a reasonable and balanced presentation of information and consideration of underlying processes for preparing the report.

Observations and Recommendations

Nothing came to our attention which caused us to believe that the Sustainability Report 2020 of PSH did not adhere to the Principles. To improve future reporting of Sustainability in accordance with AA1000AP, we have made following observations:

Inclusivity: The report shows several means to engage and obtain stakeholder's interests and expectations as well as rationales behind its stakeholder identification process. However, it is recommended that results of its

action and the linkage between actions and relevant content disclosures should be relatively addressed.

Materiality: The report clearly illustrates its reporting process and the linkage between material aspects and their relevant disclosures.

Responsiveness: PSH demonstrates its intensive responses through material topics which consist of their management approaches and disclosures. However, PSH should determine targets and timelines with the S.M.A.R.T. concept (Specific, Measurable, Achievable, Relevant, and Time Bound) in line with Sustainable Development Goals (SDGs).

Impact: The report shows several means to understand, measure, evaluate and manage the organization's risks and impacts across the organization under the governance of senior management and key-functional committee, including integration of identified impacts into key management processes e.g., materiality assessment process and organizational strategy, governance and operations.

To shape future sustainability reporting in according to the GRI Sustainability Reporting Standards, we have made the following suggestions:

- In General Disclosure, collective bargaining agreements shall indicate percentage of employees covered by collective bargaining agreements.
- Performance Disclosure on Anti-corruption shall include the total number and percentage of operations assessed for risks related to corruption and total number and percentage of governance body members and employees who receive communications/training of anti-corruption policies and procedures, broken down by employee category.
- Performance Disclosure on Materials shall include weight or volume of materials used by materials type (Renewable/Non-renewable).
- Performance Disclosure on Waste shall indicate the total weight of waste generated (hazardous waste and non-hazardous waste), and a breakdown of this total by composition of the waste.
- Performance Disclosure on Employment shall indicate the total number and rate of employees who new hires and turnover, by age group and region, and benefits which are standard for full-time employees of the organization but are not provided to part-time employees, by significant locations of operation.

policies/processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and protected against reprisals.

- Performance Disclosure on Workers covered by an OHS management system shall indicate the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system, internal audit and audited/certified by an external party.
- Performance Disclosure on Work-related injuries shall include the number of hours worked of all employees and workers, the rates have been calculated (based on 200,000 or 1,000,000 hours worked) and any contextual information necessary, such as methodologies, and assumptions used.
- Performance Disclosure on Work-related ill health shall indicate the main types of work-related ill health.
- Performance Disclosure on Local Communities shall include the percentage of operations with implemented local community engagement, impact assessments, and/or development programs.

Competencies and Independence

Thaipat Institute is a public organization established in 1999 with its roles in researching, training, and consulting in corporate responsibility and sustainability practices. Thaipat Institute is an AA1000AS (2008) Licensed Providers granted by AccountAbility, the creator and proprietor of the AA1000 Assurance Standard. Thaipat Institute has become the GRI training partner to provide certified training programs in Thailand since 2013, and joined the GRI Data Partners program in 2016. Our team has the relevant professional and technical competencies and experience in corporate responsibility and sustainability for several years. During FY2020, we did not provide any services to PSH that could conflict with the independence of this work.

For Thaipat Institute



By Chansith Yodpruedtikarn

Bangkok
3 March 2021

GRI Content Index



For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

For the SDG Mapping Service, GRI Services reviewed that the disclosures included in the content index are appropriately mapped against the SDGs.

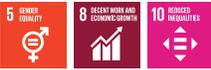
GRI Standard	Disclosure	Page Number (s) or Direct Answer	Omission	Sustainable Development Goals (SDGs)
GRI 101 : Foundation 2016				
General Disclosures				
GRI 102 : General Disclosures 2016				
	102-1	Name of the organization	Front cover	
	102-2	Activities, brands, products, and services	Page 12	
	102-3	Location of headquarters	Back cover	
	102-4	Location of operations	Back cover	
	102-5	Ownership and legal form	Page 13	
	102-6	Markets served	Page 12	
	102-7	Scale of the organization	Page 10, 12, 18, 48, 101	
	102-8	Information on employees and other workers	Page 101, 102	
	102-9	Supply chain	Page 50	
	102-10	Significant changes to the organization and its supply chain	Page 14	
	102-11	Precautionary Principle or approach	Page 24	
	102-12	External initiatives	Page 11, 24, 28, 54, 118	
	102-13	Membership of associations	Page 147	
	102-14	Statement from senior decision-maker	Page 5	

GRI Standard	Disclosure	Page Number (s) or Direct Answer	Omission	Sustainable Development Goals (SDGs)
102-15	Key impacts, risks, and opportunities	Page 27		
102-16	Values, principles, standards, and norms of behavior	Page 17, 36		
102-18	Governance structure	Page 35		
102-40	List of stakeholder groups	Page 37		
102-41	Collective bargaining agreements	Page 38		
102-42	Identifying and selecting stakeholders	Page 37, 38, 39, 40, 41, 42		
102-43	Approach to stakeholder engagement	Page 38, 39, 40, 41, 42		
102-44	Key topics and concerns raised	Page 38, 39, 40, 41, 42		
102-45	Entities included in the consolidated financial statements	Page 13, 149		
102-46	Defining report content and topic Boundaries	Page 43, 44		
102-47	List of material topics	Page 44		
102-48	Restatements of information	No restatements		
102-49	Changes in reporting	No restatements		
102-50	Reporting period	Yearly		
102-51	Date of most recent report	1 January-31 December 2019		
102-52	Reporting cycle	1 January-31 December 2020		
102-53	Contact point for questions regarding the report	Page 149, 160		
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option		
102-55	GRI content index	Page 152		
102-56	External assurance	Page 149		

GRI Standard	Disclosure	Page Number (s) or Direct Answer	Omission	Sustainable Development Goals (SDGs)
MATERIAL TOPICS				
ECONOMIC PERFORMANCE				
GRI 103: MANAGEMENT APPROACH 2016				
	103-1	Explanation of the material topic and its Boundary	Page 48	
	103-2	The management approach and its components	Page 47	
	103-3	Evaluation of the management approach	Page 47, 48	
GRI 201: ECONOMIC PERFORMANCE 2016				
	201-1	Direct economic value generated and distributed	Page 48	 
	201-2	Financial implications and other risks and opportunities due to climate change	Page 30	
	201-3	Defined benefit plan obligations and other retirement plans	Page 106	
PROCUREMENT PRACTICES				
GRI 103: MANAGEMENT APPROACH 2016				
	103-1	Explanation of the material topic and its Boundary	Page 64	
	103-2	The management approach and its components	Page 65, 66	
	103-3	Evaluation of the management approach	Page 65	
GRI 204: PROCUREMENT PRACTICES 2016				
	204-1	Proportion of spending on local suppliers	Page 66, 130	

GRI Standard	Disclosure	Page Number (s) or Direct Answer	Omission	Sustainable Development Goals (SDGs)
ANTI-CORRUPTION				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	Page 70		
103-2	The management approach and its components	Page 70		
103-3	Evaluation of the management approach	Page 75, 76		
GRI 205: ANTI-CORRUPTION 2016				
205-1	Operations assessed for risks related to corruption	Page 71		
205-2	Communication and training about anti-corruption policies and procedures	Page 73		
205-3	Confirmed incidents of corruption and actions taken	Page 76		
MATERIALS				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	Page 79		
103-2	The management approach and its components	Page 83, 84, 86		
103-3	Evaluation of the management approach	Page 84, 85, 86		
GRI 301: MATERIALS 2016				
301-1	Materials used by weight or volume	Page 84, 85, 86		 
301-2	Recycled input materials used	Page 85, 86		 

GRI Standard	Disclosure	Page Number (s) or Direct Answer	Omission	Sustainable Development Goals (SDGs)
WASTE				
GRI 103: MANAGEMENT APPROACH 2016				
	103-1	Explanation of the material topic and its Boundary	Page 79	
	103-2	The management approach and its components	Page 83, 84, 93	
	103-3	Evaluation of the management approach	Page 84, 85, 86, 93	
GRI 306: WASTE 2020				
	306-1	Waste generation and significant waste-related impacts	Page 85, 92, 93, 95	   
	306-2	Management of significant waste-related impacts	Page 85, 93, 94, 95	   
	306-3	Waste generated	Page 11, 95	 
	306-4	Transport of hazardous waste	Page 11, 95	  
ENVIRONMENTAL COMPLIANCE				
GRI 103: MANAGEMENT APPROACH 2016				
	103-1	Explanation of the material topic and its Boundary	Page 99	
	103-2	The management approach and its components	Page 99	
	103-3	Evaluation of the management approach	Page 99	
GRI 307: ENVIRONMENTAL COMPLIANCE 2016				
	307-1	Non-compliance with environmental laws and regulations	No situation for non-compliance with environmental laws and regulations	

GRI Standard	Disclosure	Page Number (s) or Direct Answer	Omission	Sustainable Development Goals (SDGs)
EMPLOYMENT				
GRI 103: MANAGEMENT APPROACH 2016				
	103-1	Explanation of the material topic and its Boundary	Page 101	
	103-2	The management approach and its components	Page 101	
	103-3	Evaluation of the management approach	Page 102	
GRI 401: EMPLOYMENT 2016				
	401-1	New employee hires and employee turnover	Page 102	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 105	
OCCUPATIONAL HEALTH AND SAFETY				
GRI 103: MANAGEMENT APPROACH 2016				
	103-1	Explanation of the material topic and its Boundary	Page 118	
	103-2	The management approach and its components	Page 122, 123	
	103-3	Evaluation of the management approach	Page 127	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018				
	403-1	Occupational health and safety management system	Page 118	
	403-2	Hazard identification, risk assessment, and incident investigation	Page 122, 124	
	403-3	Occupational health services	Page 120	

GRI Standard	Disclosure	Page Number (s) or Direct Answer	Omission	Sustainable Development Goals (SDGs)
403-4	Worker participation, consultation, and communication on occupational health and safety	Page 119		 
403-5	Worker training on occupational health and safety	Page 124, 125		
403-6	Promotion of worker health	Page 105, 106, 123		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 120		
403-8	Workers covered by an occupational health and safety management system	Page 118		
403-9	Work-related injuries	Page 127		  
403-10	Work-related ill health	Page 127		  

TRAINING AND EDUCATION

GRI 103: MANAGEMENT APPROACH 2016

103-1	Explanation of the material topic and its Boundary	Page 107		
103-2	The management approach and its components	Page 107		
103-3	Evaluation of the management approach	Page 108		

GRI 404: TRAINING AND EDUCATION 2016

404-1	Average hours of training per year per employee	Page 108		   
404-2	Programs for upgrading employee skills and transition assistance programs	Page 107, 110		
404-3	Percentage of employees receiving regular performance and career development reviews	Page 108		  

GRI Standard	Disclosure	Page Number (s) or Direct Answer	Omission	Sustainable Development Goals (SDGs)
LOCAL COMMUNITIES				
GRI 103: MANAGEMENT APPROACH 2016				
	103-1 Explanation of the material topic and its Boundary	Page 128		
	103-2 The management approach and its components	Page 81		
	103-3 Evaluation of the management approach	Page 93, 99, 129-132		
GRI 413: LOCAL COMMUNITIES 2016				
	413-1 Operations with local community engagement, impact assessments, and development programs	Page 80, 99, 129		
	413-2 Operations with significant actual and potential negative impacts on local communities	Page 80, 93, 99		 



Sustainability Report 2020

Reader's Evaluation

1. Which group do you belong to?

- | | |
|---|--|
| <input type="radio"/> Shareholder/ Investor | <input type="radio"/> Pruksa Holding's Employee/ Executive |
| <input type="radio"/> Customer | <input type="radio"/> Government Agency |
| <input type="radio"/> Supplier/ Contractor | <input type="radio"/> Press/ Media |
| <input type="radio"/> Community/ Society | <input type="radio"/> Student |
| <input type="radio"/> Others | |

2. From where did you get the "Sustainability Report 2020"?

- Annual General Meeting of Shareholders
- Website www.psh.co.th or www.pruksa.co.th
- The Stock Exchange of Thailand or www.set.or.th
- Others

3. With what purposes do you read this Sustainability Report, and in which sustainability issue are you interested?

.....

.....

4. Satisfaction towards this Sustainability Report?

- | | | |
|---|---------------------------------|------------------------------------|
| 4.1 Easy to understand | <input type="radio"/> Satisfied | <input type="radio"/> Dissatisfied |
| 4.2 The content covers your interested topics | <input type="radio"/> Satisfied | <input type="radio"/> Dissatisfied |
| 4.3 Credibility of the report | <input type="radio"/> Satisfied | <input type="radio"/> Dissatisfied |
| 4.4 The report is nicely designed | <input type="radio"/> Satisfied | <input type="radio"/> Dissatisfied |
| 4.5 Overall satisfaction | <input type="radio"/> Satisfied | <input type="radio"/> Dissatisfied |

5. Your comments/ suggestions for improvement of our next Sustainability Report.

.....

.....



Kindly submit this form via mail or email at:

**Corporate Social Responsibility Department,
Pruksa Holding PCL.**

1177, Pearl Bangkok Tower 12th Floor, Phaholyothin Road,
Phayathai, Phayathai, Bangkok 10400

csr@pruksa.com

Thank you very much for your kind cooperation.

Your comments would be helpful for development and improvement of the next issue of Sustainability Report.



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Sustainability Report
2020



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