



ESG Performance Report for Listed Companies in 2024

Advice IT Infinite Public Company Limited

Fiscal Year End 31 December 2024

Published on 30 April 2025



ESG Performance

Company Name : Advice IT Infinite Public Company Limited Symbol : ADVICE

Market : SET Industry Group : Services Sector : Commerce

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity Management

The Company and its subsidiaries recognize the necessity to participate in addressing climate change and are committed to fully supporting greenhouse gas management to align with the Thai government's greenhouse gas reduction policies and international environmental agreements. This includes supporting appropriate national greenhouse gas reduction efforts to create value and sustainable development for the organization, society, and the country. Furthermore, the Company embraces and emphasizes the importance of promoting resource conservation and value, as well as implementing energy-saving measures, particularly for electricity, and recycling resources, such as using recycled paper or reducing paper consumption. The Company also provides environmental, safety, and public health education and training to its employees. However, given that the Company's business involves electronic devices, management prioritizes electronic waste management and fostering employee awareness. Discussions are underway regarding waste disposal and segregation guidelines, which will be formalized into practices to encourage employee participation and collaboration in reducing negative environmental impacts in the future.

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

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

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

There have been no significant changes to the Company's environmental policy, implementation guidelines, or sustainability targets.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO), ISO 14064 - Greenhouse gases

Information on incidents related to legal violations or negative environmental impacts

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company manages its electricity usage data to plan energy consumption efficiently and reduce related costs. From 2022 to 2024, the Company's electricity consumption was 890,046 kWh, 912,467 kWh, and 659,467 kWh, respectively. In 2024, the Company implemented a policy to install solar cell systems for renewable energy generation at its head office warehouse and offices. The Company also encourages employees to cooperate in conserving electricity and using it efficiently. The installation of solar cell systems has significantly reduced energy costs compared to previous years. In the future, the Company plans to install solar cell systems at its branches in various provinces.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : No

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The Company has installed solar cell systems for renewable energy generation at its head office warehouse and offices. According to the electricity usage report for the head office area, energy consumption in 2024 was 659,467 kWh, which is a significant decrease compared to the previous year. Therefore, the Company plans to install solar cell systems at its branches in various provinces in the future. Furthermore, the Company plans to introduce electric vehicles to replace internal combustion engine vehicles for employees who meet the established criteria.

Information on electricity management

Company's electricity consumption (*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	N/A	912,467.00	6,667,345.60
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	N/A	912,467.00	6,594,670.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	N/A	N/A	72,675.60
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	N/A	768.72	5,645.51

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

Electricity Expense ^(*)

	2022	2023	2024
Total electricity expense (Baht)	N/A	5,407,221.00	3,703,470.00
Percentage of total electricity expense to total expenses (%) ^(**)	N/A	0.04	0.03
Percentage of total electricity expense to total revenues (%) ^(**)	N/A	0.04	0.03
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	N/A	4,555.37	3,135.88

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

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

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Diesel (Litres)	N/A	54,159.83	61,410.65
Gasoline (Litres)	N/A	6,071.06	4,837.31
LPG (Kilograms)	N/A	2,421.52	3,637.37

Additional explanation : Not include external fuel consumption

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	0.00

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00000000	0.00000000	0.00000000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : No

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Company recognizes the importance of conserving water resources and therefore promotes water efficiency among employees. It has also replaced semi-automatic valve faucets with ceramic valve faucets, which significantly reduces water consumption.

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	0.00	24,000.00	11,598.00
Water withdrawal by third-party water (cubic meters)	N/A	24,000.00	11,598.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	0.00	20.22	9.82
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00	0.00	0.00

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

Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	N/A	2,543.00	2,528.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	N/A	21,457.00	9,070.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	N/A	0.00158607	0.00063791

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

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company has established policies and guidelines for waste management and waste reduction by recycling used cardboard boxes and using them as cushioning material for customer product packaging. The Company encourages branch offices to send recycled cardboard and wooden pallets back to the head office to reduce the use of plastic fill air and lower the cost of procuring cushioning materials.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : No

Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	0.00	107,250.00	90,000.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.01	0.01

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

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company has established greenhouse gas management guidelines with consideration for sustainable development to create shared value across the business's value chain, as follows:

(1) Raise awareness and enhance knowledge in energy conservation and climate change response for the board of directors, management, employees, and business partners.

(2) Promote and support activities to increase energy efficiency and the valuable use of natural resources from the activities of the Company's personnel throughout the organization.

(3) Support and promote waste and refuse management activities.

(4) Reduce paper usage to zero (0):

- Implement and submit electronic tax invoices and electronic receipts (e-Tax Invoice & e-Receipt) in accordance with government policy, with the objective of eliminating paper usage in tax invoice preparation and submission, and supporting comprehensive electronic transactions.
- Utilize the National e-Payment system for the sale of goods and services.
- Support fully online meetings and training, utilizing online meeting systems from board meetings, management meetings, and general internal meetings, and shifting to uploading documents for meetings and training onto internal communication applications or sending documents via email, reducing the burden of printing documents for meetings and training.
- Establish regulations for approving operations and various actions through the Company's provided systems, such as leave approval systems, asset disbursement approval systems, etc.
- Store documents on the work.advice system and K2 program instead of printing or photocopying documents.
- Raise awareness and encourage the efficient use of paper.

(5) Support the selection of packaging, reduce the use of plastic packaging, and establish post-use management guidelines through the participation of employees, subsidiaries, business partners, and stakeholders in packaging management, to sustainably contribute to widespread environmental conservation and reduce plastic waste that may disrupt ecosystems and biodiversity.

(6) Establish future guidelines for the use of environmentally friendly fuels for goods transportation, reducing emissions of pollutants such as carbon monoxide and carbon dioxide, which are greenhouse gases and major causes of climate change. Currently, the Company plans to collect data on greenhouse gas emissions within the company. In 2023, the Company hired a verifier registered with the Thailand Greenhouse Gas Management Organization (TGO), Bureau Veritas Certification (Thailand) Limited, to verify the Company's greenhouse gas emissions data, and expects to prepare a greenhouse gas emissions report in 2024 to provide the Company with data for planning environmental impact reduction in the future and to drive international efforts towards a Net Zero world.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The Company collects greenhouse gas management data annually to monitor and establish policies that align with the Company's set targets.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	0.00	3,054.00	3,227.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	N/A	2,162.00	2,298.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	N/A	457.00	330.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	435.00	599.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.000000	0.000226	0.000227
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	2.57	2.73

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Other : Mr. Wattanai Phiphatwittayanon

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	N/A	0.00

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ESG Performance

Company Name : Advice IT Infinite Public Company Limited Symbol : ADVICE

Market : SET Industry Group : Services Sector : Commerce

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines	:	Yes
Social and human rights guidelines	:	Employee Rights, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination

The Company recognizes and emphasizes its support for social and community activities in its surrounding areas, as well as its continuous care for the environment. It is committed to developing its business in tandem with creating a balance between economic, social, and environmental aspects, as well as the country's culture, with the following details:

1) Fair Business Practices

The Company is committed to conducting business with honesty, integrity, fairness, and ethics. It operates responsibly towards society, maintains standardized operations, implements good management and controls, promotes social responsibility throughout the value chain, respects property rights, and promotes responsible political involvement. It also strictly adheres to laws and regulations, competes fairly with customers, and does not disclose customer information that is normally considered confidential, unless required by law.

2) Anti-Corruption

The Company has a policy to operate legally and beneficially for society, encourages employees to act ethically, and promotes transparency among its partners. It prohibits directors, executives, employees, and workers from engaging in any form of corruption, directly or indirectly, such as offering, supporting, or accepting money, assets, or other benefits for immediate or future gain. It regularly reviews compliance with the anti-corruption policy and adjusts responsibilities and procedures to align with business changes, regulations, and legal requirements to ensure effective implementation and internal controls. On July 3, 2023, the Company signed a declaration of intent to join the Thai Private Sector Collective Action Coalition Against Corruption (CAC).

3) Human Rights Respect

The Company emphasizes respect for human rights by promoting equality in business, community, and society, respecting human dignity, without discrimination, gender or class bias, or child labor. It avoids activities that directly or indirectly contribute to human rights violations and provides channels for employees, communities, and society to report rights violations. It also encourages partners and stakeholders to adhere to international human rights standards.

4) Fair Labor Practices

The Company recognizes the importance of human resources and aims to create a positive work environment with fairness and respect for all employees, treating them as family, with the following practices:

(4.1) Maintain a safe and healthy workplace environment. In 2023, there were 2 work-related injuries resulting in lost workdays.

(4.2) Ensure employee benefits, compensation, welfare, and rights comply with labor laws and work regulations. In 2023, the Company had 1,695 employees (61% male, 39% female), with total employee expenses of 515.73 million baht.

(4.3) Treat employees with respect and protect their privacy, not disclosing personal information without legal consent.

(4.4) Provide regular training to enhance employee knowledge and skills for career advancement. In 2023, the Company provided 8 hours of training per employee, with a training budget of 2.5 million baht.

(4.5) Foster a positive organizational culture and engagement. In 2023, the voluntary employee turnover rate was 23.16%. The Company analyzes these results to develop plans to reduce turnover.

5) Consumer Responsibility

The Company aims to provide quality products and services at reasonable prices, protect customer data, and ensure product and service standards are met. It also provides accurate and complete product information through various communication channels.

6) Environmental Stewardship

The Company is committed to environmental responsibility, complying with environmental laws and regulations. It has clear environmental policies, promotes resource conservation, and educates employees on environmental best practices, including the "5S" methodology for workplace organization.

7) Community Development

The Company complies with community-related laws and regulations and aims to develop positive relationships with its surrounding communities. It avoids causing harm and supports beneficial community activities, such as canal dredging, waste collection, educational support, and religious activities. It also provides channels for community feedback and collaboration.

8) Innovation and Knowledge Sharing

The Company supports innovation internally and externally to improve efficiency and create value. It promotes knowledge sharing about social and environmental responsibility through various communication channels with stakeholders.

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year : No

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	No
Employee and labor management plan implemented by the Company in the past year	:	Employee training and development

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes
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Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> Employee training and development 	<p>Finance: 50% of participating employees in the target group are able to reduce debt to a healthy financial status (green status).</p> <p>Physical Health:</p> <ol style="list-style-type: none"> Adjust health check-up plans to be appropriate for age and gender by 2024. More than 50% of individuals with NCDs (Non-Communicable Diseases) participate in the project. <p>Mental Health: The number of employees participating in the Happy Heart project is greater than or equal to 5% of the total employee count.</p>	<p>2024: Finance: 19 individuals trained as financial mentors.</p> <p>Physical Health:</p> <ol style="list-style-type: none"> Target group for NCDs (Non-Communicable Diseases) identified. Mobile dental service utilized by 76 employees. <p>Mental Health: 32 participants in the Advice for Good Heart project.</p>	<p>2025: Finance: Financial mentors provide knowledge to participating employees, and 50% of participants are able to reduce debt to a healthy financial status (green status).</p> <p>Physical Health:</p> <ol style="list-style-type: none"> NCDs (Non-Communicable Diseases) project with doctor consultations, with more than 50% participation. 100 participants in the mobile dental service. <p>Mental Health: Expand service formats and workshop activities to increase participation.</p>
<ul style="list-style-type: none"> Employee training and development Promoting employee relations and participation 	<p>Signed MOU with at least 30 colleges nationwide.</p>	<p>2024: The company has signed MOUs with 31 colleges.</p>	<p>2025: The number of MOU interns who will intern with the company is at least 100 people.</p>

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> Employee training and development 	<p>Employees receive comprehensive development of their potential, including knowledge and skills (Skillset), attitudes (Mindset), and alignment with the company's long-term strategies and goals, which includes:</p> <ol style="list-style-type: none"> 1. Succession planning project to prepare for future changes and ensure business continuity by developing employee potential for career advancement, especially in critical business positions. 2. Updating employee knowledge and skills in line with industry trends and new technologies, such as AI, digital technologies, or new tools that enhance work efficiency. 3. Sustainable employee development based on ESG principles to enable employees to understand and apply ESG principles in their work. 	-	2026: Developing the skills of the company's employees, focusing on providing employees with skills that meet the needs of the business, under the concept of being good at thinking, good at people, good at work.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : No management

Information on employment

Employment

	2022	2023	2024
Total employees (persons)	1,119	1,187	1,181
Male employees (persons)	685	685	690

	2022	2023	2024
Percentage of male employees (%)	61.22	57.71	58.43
Female employees (persons)	434	502	491
Percentage of female employees (%)	38.78	42.29	41.57

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	1,006	1,035	1,034
Percentage of employees in operational level (%)	89.90	87.19	87.55
Total number of employees in management level (Persons)	100	135	128
Percentage of employees in management level (%)	8.94	11.37	10.84
Total number of employees in executive level (Persons)	13	17	19
Percentage of employees in executive level (%)	1.16	1.43	1.61

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	611	589	596
Percentage of male employees in operational level (%)	89.20	85.99	86.38
Total number of male employees in management level (Persons)	62	82	80
Percentage of male employees in management level (%)	9.05	11.97	11.59
Total number of male employees in executive level (Persons)	12	14	14
Percentage of male employees in executive level (%)	1.75	2.04	2.03

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	395	446	438
Percentage of female employees in operational level (%)	91.01	88.84	89.21

	2022	2023	2024
Total number of female employees in management level (Persons)	38	53	48
Percentage of female employees in management level (%)	8.76	10.56	9.78
Total number of female employees in executive level (Persons)	1	3	5
Percentage of female employees in executive level (%)	0.23	0.60	1.02

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees
Chief Executive Officer Department	22
Commercial Department	568
Financial Department	120
Marketing Department	86
Operational Department	244
Human Resource Department	30
Technology Department	100
Deputy Chief Executive Officer Department	11
Total number of employees	1,181

Significant changes in the number of employees

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

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	7	9	9
Total number of employees with disabilities (Persons)	7	9	9
Total male employees with disabilities (persons)	5	5	7
Total female employees with disabilities (persons)	2	4	2
Percentage of disabled employees to total employees (%)	0.63	0.76	0.76
Total number of workers who are not employees with disabilities (persons)	0	0	0

	2022	2023	2024
Contributions to empowerment for persons with disabilities fund	No	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	328,644,176.00	312,524,463.00	328,527,718.00
Total male employee remuneration (baht)	201,497,988.00	187,227,992.00	194,657,374.00
Percentage of remuneration in male employees (%)	61.31	59.91	59.25
Total female employee remuneration (baht)	127,146,188.00	125,296,471.00	133,870,344.00
Percentage of remuneration in female employees (%)	38.69	40.09	40.75
Average remuneration of employees (Baht / Person)	293,694.53	263,289.35	278,177.58
Average remuneration of male employees (Baht / Person)	294,157.65	273,325.54	282,112.14
Average remuneration of female employees (Baht / Person)	292,963.57	249,594.56	272,648.36
Ratio of average remuneration of female employees to male employees	1.00	0.91	0.97

Provident fund management policy

Provident fund management policy : Doesn't Have

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	186	175	211
Proportion of employees who are PVD members (%)	16.62	14.74	17.87
Total amount of provident fund contributed by the company (baht)	123,410.00	126,631.00	165,323.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	0.04	0.04	0.05

Information on employee development

Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year) ⁽¹⁾	7.00	7.00	11.00

Additional explanation : ⁽¹⁾ Total revenues and expenses from consolidated financial statement

Remark: ⁽¹⁾ From the implementation of the 2024 annual employee training and development program, the Company was able to achieve its human resource development goals effectively and continuously. This was accomplished by organizing a total of 40 training courses, comprising 98 groups, covering all employee levels within the Company. The program received significant support from the organization's executives, as reflected in the 100% employee participation rate and the average of 11 training hours per employee per year. These results demonstrate the success of the Company's personnel development policy and the support from all employees in the organization, aiming to cultivate a high-quality workforce ready to drive the organization towards its long-term goals.

Information on safety, occupational health, and work environment

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases) ⁽²⁾	1	2	1

Additional explanation : ⁽¹⁾ The company with the total number of employees over 100 or more

⁽²⁾ The company with the total number of employees less than or equal to 100

Remark: ⁽²⁾ In 2022, a merchandise trolley ran over an employee's right index finger, causing injury. Consequently, the company reinforced the measure requiring employees to wear sneakers while working to reduce workplace injuries.

In 2023

Case 1: An employee was pushing multiple stacked baskets. The baskets became unlocked, causing the employee's arm to slip forward, resulting in injury. The company issued a measure prohibiting employees from stacking baskets too high and instructed them to arrange baskets appropriately for pushing.

Case 2: An employee was struck in the left foot by a broken grinding wheel (the employee was not wearing sneakers or safety shoes). The company provided PPE (Personal Protective Equipment) to employees to ensure they have it available for use and instructed employees to wear PPE at all times while working.

In 2024

An employee applying barcodes was pushing stacked baskets. The baskets became unlocked, causing the employee's foot to trip over the baskets, resulting in a detached toenail (right big toe). The company informed and instructed employees to wear sneakers while working to prevent workplace accidents.

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	420	429	347
Total number of male employee turnover leaving the company voluntarily (persons)	231	232	196
Total number of female employee turnover leaving the company voluntarily (persons)	189	197	151
Proportion of voluntary resignations (%)	37.53	36.14	29.38
Percentage of male employee turnover leaving the Company voluntarily (%)	20.64	19.55	16.60

	2022	2023	2024
Percentage of female employee turnover leaving the Company voluntarily (%)	16.89	16.60	12.79
	2022	2023	2024
Evaluation result of employee engagement	No	No	No

Employee internal groups

Employee internal groups : No

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts

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

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

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Development of customer satisfaction and customer relationship

The Company realizes that trust is a key factor in customers' decision to use our services. We have therefore developed a systematic customer relationship management strategy that aims to create good relationships, satisfaction, and experiences in using our services, which includes:

1. Omni-Channel Service Development

We create a seamless experience across various service channels, including nationwide branches, our call center at 1491, and digital platforms like our website, mobile application, and social media. This allows customers to access our services anywhere, anytime, at their convenience.

2. Enhancing Service Personnel Skills

We are committed to continuously developing the potential of our employees through specialized training programs in product knowledge, technology, and advanced service skills. This ensures that every employee is knowledgeable, courteous, and enthusiastic in providing excellent service.

3. Data-Driven Service Improvement

We use customer satisfaction surveys and feedback from various channels. This data is analyzed using Big Data Analytics technology to identify opportunities for targeted service improvement and development. This results in continuous improvement in both service efficiency and speed.

4. International Standard Customer Data Security

Protecting customer personal data is our top priority. We have developed a data management system that complies with the

Information Security Management System (ISO 27001) standard and aligns with the Personal Data Protection Act (PDPA). Regular training is provided to employees at all levels to raise awareness and understanding of the importance of customer data protection.

5. Social Listening & Real-time Response

We use Social Listening Tools to monitor customer opinions and feedback on online platforms in real-time. This allows us to respond quickly and efficiently, and to analyze this data to develop new products and services that meet market demands.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfaction Score	2024: -	2025: Goal target at 100%
• Communication of product and service impacts to customers/consumers	Customer Response Rate	2024: -	2025: Over 98%
• Communication of product and service impacts to customers/consumers	Average Customer Social Media Response Time	2024: -	2025: Must not exceed 1 minute

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

• Customer Satisfaction Score

97.34% of all customers expressed "very satisfied" after using the service.

95.78% of customers were satisfied with the completeness of products according to their needs.

99.85% of customers were satisfied with the quality of service at branches.

96.41% of customers were satisfied with after-sales service and problem resolution assistance.

• **Customer Social Media Response Rate:** Currently, the average response rate is 97.28%.

• **Average Customer Social Media Response Time:** Not exceeding 1 minute. These results not only reflect Advice's operational efficiency but also serve as a crucial foundation for long-term sustainable business growth. With a vision and strategy focused on developing customer relationship management systems, Advice is committed to setting new service standards in the industry and leading in creating customer experiences that exceed expectations. This will be the cornerstone of sustainable growth and generate excellent returns for shareholders in the long term.

Diagram of performance and outcomes of customer management





Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	No	No	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes
 customers/consumers
 Telephone : 1491

Fax : -
Email : -
Company's website : <https://www.advice.co.th/complaint>
Address : 74/1 Moo 1 Tha It, Pak Kret, Nonthaburi 11120

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : No

Information on community and social management plan

Community and social management plan⁽³⁾

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Sports and recreation, Occupational health, safety, health, and quality of life

Advice focuses on developing essential knowledge and skills to sustainably enhance the quality of life in communities through continuous activities and projects in four key areas:

1. Transferring Technological Knowledge to Communities:

We leverage our core expertise in IT and electronic devices as tools to develop necessary skills for youth and interested individuals in communities. We have organized knowledge transfer activities for over 181 educational institutions nationwide, including schools, vocational schools, and universities, which helps prepare young people for quality employment in the future.

2. Professional Experience Integrated Learning Project:

Advice collaborates with Bangkok University to develop curricula that link learning with real-world work experience. This aims to inspire and provide opportunities for students to deeply understand the world of work, helping them choose career paths that align with their interests and future aptitudes.

3. Esports Support for Youth Skill Development:

We understand the diverse abilities and interests of the younger generation, so we promote skill development through Esports. By organizing ROV competitions covering 77 provinces across the country, we provide a platform for young people to showcase their talents and develop valuable skills for the future, such as teamwork, strategic thinking, and problem-solving.

4. Community Assistance in Times of Crisis:

Advice emphasizes being a genuine part of the community, readily providing assistance when communities face challenges. This includes repairing and checking IT and electronic equipment, or supporting essential supplies for disaster victims, such as those affected by floods, to alleviate hardship and build resilience within the community.

Remark: ⁽³⁾In 2024, the Company initiated a donation project to provide essential items to vulnerable children and youth at government-operated childcare centers, aiming to assist those who lack opportunities and ensure they receive necessities for living and education. The CSR project, "Zero to Hero," focuses on helping disadvantaged individuals in society to develop themselves and improve their quality of life. The project operates in two formats: first, by providing opportunities for the target group to assist in parking management for customers at the Company's branches, allowing them to earn supplementary income and improve their livelihoods. This also enhances the organization's service image. The Company plans to expand this project nationwide to reach a wider target group and increase opportunities for a better life. Secondly, the Company has established a network with the government through the Central Women and Family Development Learning Center in Nonthaburi Province. The Company selects participants from those who have completed vocational training at the center, including socially disadvantaged individuals or those negatively impacted by family circumstances. In 2024, the Company, in collaboration with the center, selected suitable candidates and provided them with occupational equipment to support and develop their potential, improve their quality of life, and integrate them into society. This also fosters a sense of social responsibility and sharing among employees.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target	Indicators	Base year	Target year
<ul style="list-style-type: none"> • Reducing inequality 	Creating Shared Value	2024: -	2025: Develop projects that create mutual benefits between business and the community.
<ul style="list-style-type: none"> • Occupational health, safety, health, and quality of life 	Raise the quality of life	2024: -	2025: Focus on developing skills and knowledge needed in the digital age
<ul style="list-style-type: none"> • Occupational health, safety, health, and quality of life • Reducing inequality 	Cultivate a sense of participation	2024: -	2025: Encourage all employees to participate in helping, sharing and sacrificing for society.
<ul style="list-style-type: none"> • Employment and professional skill development • Education • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups • Reducing inequality 	Create a cooperation network	2024: -	2025: Expanding cooperation with partners to develop sustainable communities

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Advice's community and social operations have yielded tangible results, including:

- **IT Knowledge Skill Development:** Over 9,000 individuals and young people have developed their technology skills through various projects.
- **Career Opportunity Creation:** Students from collaborative projects have a higher-than-average employment rate.
- **Building Strong Communities:** Communities surrounding Advice's operational areas have positive relationships with the organization, reflected in their cooperation in various activities.
- **Enhancing Corporate Image:** Stakeholder perception results show that Advice is increasingly recognized as a socially responsible organization.

Advice's community and social operations not only create a positive image but also strengthen trust from all stakeholders, which is a crucial foundation for sustainable growth based on our "a good society enables a sustainable business" philosophy.

Diagram of performance and outcomes in community and social management







Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social development? : No

Non-financial benefits

Does the company measure the non-financial benefits from social development? : No

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ESG Performance

Company Name : Advice IT Infinite Public Company Limited Symbol : ADVICE

Market : SET Industry Group : Services Sector : Commerce

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines⁽⁴⁾

Corporate governance policy and guidelines : Yes

The Company recognizes the importance of good corporate governance as a crucial element in enhancing transparency and efficiency in management and operations to gain acceptance and build confidence among shareholders, investors, and all stakeholders. Therefore, the Company's Board of Directors has deemed it appropriate to establish a good corporate governance policy. This policy covers key principles from the structure, roles, duties, and responsibilities of the Board to the principles of transparent, clear, and auditable management.

The Board of Directors places importance on adhering to good corporate governance principles, encompassing practices and guidelines in accordance with the Corporate Governance Code for Listed Companies 2017 of the Securities and Exchange Commission, which includes the following 8 principles:

Remark: ⁽⁴⁾ Information and details regarding the Company's good corporate governance policy are provided in the attached document 5, titled "Corporate Governance Policies and Practices and Business Ethics," which is the full version prepared by the Company.

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of Directors, Independence of the Board of Directors from the Management, Director Development, Corporate Governance of Subsidiaries and Associated Companies

Nomination of Directors

The Company recognizes the importance of the Stock Exchange of Thailand's good corporate governance policies and principles. Therefore, it has deemed it appropriate to appoint a Nomination and Remuneration Committee to establish criteria for the nomination of individuals to serve as directors and senior executives, as well as to determine remuneration guidelines for directors, subcommittees, and senior executives, commensurate with their duties and the value derived from their performance. This will build confidence among shareholders and investors.

The Board of Directors appoints the Nomination and Remuneration Committee, which comprises at least three directors. The Chairman of the Nomination and Remuneration Committee and the majority of its members must be independent directors to ensure independent performance and expression of opinions. Their responsibilities include:

- 1) Recommending the appropriate structure, size, and composition of the Board of Directors and its subcommittees to align with the Company's business characteristics.
- 2) Establishing qualifications, criteria, and methods for nominating directors, subcommittee members, and the Chief Executive Officer of the Company, and selecting suitable individuals with knowledge, experience, and expertise to present their names to the Board of Directors and/or the shareholders' meeting for consideration and appointment (as applicable).
- 3) Reviewing the compensation structure, forms, and criteria for remuneration (whether in cash, securities, or other forms) for directors, subcommittee members, and the Chief Executive Officer of the Company, ensuring they are appropriate, fair, and in compliance with relevant laws. This includes determining salary rates, remuneration, bonuses, and salary increases for directors, subcommittee members, and the Chief Executive Officer of the Company, to be presented to the Board of Directors and/or the shareholders' meeting for consideration (as applicable).
- 4) Considering guidelines for determining remuneration for directors, subcommittee members, and the Chief Executive Officer to align with the Company's long-term strategies and goals, experience, duties, scope of roles and responsibilities (accountability and responsibility), and expected benefits. This remuneration should be comparable to

industry standards.

5) Reviewing the performance evaluation criteria for the Chief Executive Officer of the Company and presenting them to the Board of Directors for consideration.

Independence of the Board of Directors from the Management

The Board of Directors comprises at least one-third independent directors of the total number of directors, with a minimum of three independent directors. The Board of Directors selects one director to serve as the Chairman of the Board. If deemed appropriate by the Board of Directors, one or more directors may be selected as Vice-Chairmen of the Board. The Company's policy is to ensure that the Chairman of the Board is not the same person as the Chief Executive Officer, to balance operational power and clearly separate roles and responsibilities.

Independent directors must be independent from the control of management and major shareholders, and must not have any involvement or vested interests in the management of the Company. In addition to the qualifications of a Company director, independent directors must meet specific qualifications as prescribed by the Capital Market Supervisory Board or related announcements. They must be individuals who can equally protect the interests of all shareholders to prevent conflicts of interest and be able to attend Board meetings and provide independent opinions.

Director Development

The Board of Directors' performance evaluation is conducted annually and consists of two assessment formats: (1) a collective evaluation of the Board as a whole, and (2) individual self-assessments by each director. The evaluation scores and comments provided by the directors are utilized to improve the Board's performance on an annual basis, thereby enhancing the effectiveness and efficiency of its operations.

In addition, the Company regularly reviews and updates its evaluation criteria and formats to ensure their continued relevance and effectiveness. The Company also encourages its directors to attend relevant and appropriate training and seminars to continuously develop their knowledge and capabilities, thereby contributing to the Company's sustainable growth and success.

Corporate Governance of Subsidiaries and Associated Companies

The Company establishes a policy for the governance of subsidiaries and associated companies with the objective of defining direct and indirect measures and mechanisms to enable the Company to effectively supervise and manage the operations of its subsidiaries and associated companies. The Board of Directors is responsible for overseeing the management and operations of subsidiaries and associated companies to align with the Company's goals, business growth direction, and strategic plans, as well as the Public Limited Company Act, the Civil and Commercial Code, securities laws, and related laws, including announcements, regulations, and guidelines of the Capital Market Supervisory Board, the SEC Office, and the Stock Exchange. The key points are summarized as follows:

- 1) The Company will appoint representatives from the Company to serve as directors according to shareholding proportions and participate in shareholder meetings. These representatives are responsible for voting at meetings in accordance with the guidelines or directions determined by the Company's Board of Directors to oversee the operations of subsidiaries and associated companies in an appropriate direction and to maximize returns for the Company as a whole.
- 2) The representatives appointed by the Company will ensure that subsidiaries comply with relevant announcements, regulations, and/or rules regarding related transactions, asset acquisitions or disposals, and other significant transactions of the Company.
- 3) The representatives appointed by the Company will ensure that data and accounting records of subsidiaries are maintained in a manner that allows the Company to audit and consolidate financial statements in a timely manner.
- 4) The directors appointed by the Company must exercise discretion in voting at subsidiary and/or associated company board meetings on matters relating to general management and normal business operations of the subsidiary and/or associated company, as deemed appropriate for the best interests of the Company and the subsidiary and/or associated company (as applicable), unless such matters require approval from the Company's Board of Directors and/or shareholders' meeting prior to action.
- 5) The directors representing the Company in subsidiaries must fully and accurately disclose information regarding financial position, operating results, related transactions between the Company and subsidiaries, and significant asset acquisitions or disposals to the Company within a reasonable timeframe as specified by the Company. They must disclose and submit information on their direct or indirect interests and those of their related parties in any transactions in other businesses that may potentially create conflicts of interest with the Company and subsidiaries to the Company's Board of Directors within the timeframe specified by the Company. This information is used for consideration and approval

decisions, with the overall interests of the Company and subsidiaries being the primary consideration. Directors appointed by the Company to subsidiaries must not participate in approving matters in which they have a vested interest or conflict of interest.

Policy and guidelines related to shareholders and stakeholders

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

Shareholder

The Company has a duty to create added value and meet the expectations of shareholders, and therefore requires directors, executives, and employees to adhere to the following guidelines:

- 1) Oversee the business and disclose information transparently, fairly, and verifiably.
- 2) Pay appropriate dividends.
- 3) Manage risk prudently, always exercising caution.
- 4) Perform duties with integrity and make decisions with a pure heart, with caution, prudence, and fairness.
- 5) Present reports on the Company's status, performance, financial position, accounting, and other reports regularly and completely, based on facts.
- 6) Inform all shareholders equally of organizational news, both positive and negative, based on feasibility, supporting data, and sufficient rationale.
- 7) Prohibit seeking personal or other benefits using any non-public Company information or engaging in any actions that may create conflicts of interest with the organization or between shareholders.

Employee

Employees are a key factor in achieving the Company's goals. Therefore, the Company has a policy to provide fair care and treatment in terms of opportunities, compensation, appointments, transfers, and skills development. The Company's policies and guidelines for employees are as follows:

- 1) Treat employees with courtesy and respect for their individuality and human dignity.
- 2) Provide fair compensation to employees.
- 3) Appointments, transfers, rewards, and disciplinary actions are conducted in good faith and based on the employee's knowledge, abilities, and suitability.
- 4) Emphasize the development of employee knowledge and skills by providing equal and consistent opportunities.
- 5) Maintain a safe working environment for employees' lives and property.
- 6) Listen to professional opinions and suggestions from employees.
- 7) Strictly comply with all laws and regulations related to employees.
- 8) Provide employees with a system and process for filing complaints in cases of unfair treatment.

Customer

Customer satisfaction is crucial to the Company's business success. Therefore, the Company is committed to seeking ways to meet customer needs more efficiently and effectively at all times. The Company has established the following policies and practices:

- 1) Deliver high-quality products and services that meet customer expectations at a fair price.
- 2) Provide accurate, sufficient, and timely information to customers about products and services, without making misleading statements about the quality, quantity, or conditions of those products or services.
- 3) Strictly adhere to all terms and conditions with customers. In cases where any condition cannot be met, customers must be promptly informed to jointly find solutions.
- 4) Communicate with customers politely, efficiently, and in a manner that builds customer trust.
- 5) Establish a system and process for customers to file complaints about the quality, quantity, and safety of products and services, as well as the speed of response or delivery, and make every effort to ensure customers receive prompt responses.
- 6) Provide guidance on how to use the Company's products and services efficiently to maximize customer benefits.
- 7) Strictly maintain customer confidentiality, including not disclosing customer information without customer or authorized Company personnel consent, except for information required to be disclosed to relevant external parties by law, and not using such information for personal or related party gain.

Business partner

The Company has a policy to treat trade partners and/or creditors equitably and fairly, considering the Company's best interests and based on fair returns for both parties. The Company avoids situations that create conflicts of interest and adheres to contractual obligations, provides accurate information, delivers correct reports, and negotiates problem resolutions and solutions based on business relationships. The following are the Company's practices:

- 1) Treat trade partners equitably, fairly, and based on fair returns for both parties.
- 2) Do not solicit, accept, or pay any improper benefits in trade with trade partners, business associates, and/or creditors. If there is information indicating any improper solicitation, acceptance, or payment of benefits, disclose the details to the trade partners and/or creditors and jointly resolve the issue fairly and promptly.
- 3) Strictly adhere to agreed-upon terms and conditions. If any condition cannot be met, promptly notify the trade partners and/or creditors in advance to jointly find solutions.
- 4) Exchange knowledge, jointly develop products and services, and build positive relationships.
- 5) Manage capital with an appropriate structure to support the Company's business operations and maintain credibility with creditors.

Government agencies

The Board of Directors establishes and approves policies and oversees the implementation of an effective anti-corruption system to ensure that management recognizes and prioritizes anti-corruption measures. The internal audit department is responsible for auditing and reviewing operations to ensure they are accurate and comply with policies, practices, operating authorities, regulations, laws, and regulatory requirements. This ensures that the control systems are adequate to mitigate potential corruption risks and reports to the Audit Committee. The Company has established the following anti-corruption guidelines:

- 1) Company personnel must not engage in or participate in any form of corruption, directly or indirectly. They must exercise caution regarding the giving and receiving of gifts, assets, or other benefits. Gift-giving and receiving, and hospitality should be for business purposes or customary practices only, with items of appropriate value that do not significantly influence decisions.
- 2) Charitable donations or sponsorships must be transparent, made in the Company's name only, and comply with Company regulations and laws. They must have reliable supporting documents/evidence, be auditable, and not be used as a pretext for bribery.
- 3) The Company maintains a politically neutral policy, not supporting or engaging in any direct or indirect actions that favor any political party, which could affect democratic governance.
- 4) Implement effective and appropriate internal control and risk assessment systems. Regularly review and assess operational risks that may lead to corruption and establish transparent and accurate financial reporting mechanisms under internationally accepted accounting standards and Stock Exchange requirements.
- 5) Procurement and purchasing must follow Company regulations, be transparent, and auditable. They must not consider any other benefits or sponsorships from trade partners.
- 6) The Company will provide fair treatment and protection to employees who report corruption and those who refuse to engage in corrupt practices related to the Company. This includes implementing measures to protect whistleblowers and those who cooperate in reporting corruption, as defined in the Company's whistleblower protection and confidentiality policy.
- 7) Disseminate the anti-corruption policy and provide communication and training to Company employees for genuine understanding.
- 8) Company personnel who violate or fail to comply with this policy will be subject to disciplinary action according to Company regulations. Anyone who witnesses actions that constitute or indicate corruption related to the Company, its subsidiaries, associated companies, controlling companies, and business representatives, directly or indirectly, must not ignore or overlook such behavior. They should immediately notify the Audit Committee or the Chief Executive Officer or report through the whistleblower channels specified in the whistleblower policy.

Community and society

The Company has a policy to conduct business that benefits the economy and society, emphasizing environmental conservation and local customs and traditions in the areas where the Company operates. It will assist and contribute to society as appropriate and in accordance with its capacity. All Company employees are encouraged to participate in appropriate external activities that benefit themselves and society. The Company will support external activities that do not violate laws or regulations related to the Company's business and do not unduly interfere with employees' work time, such as assisting charitable organizations and participating in community service during important occasions.

Conflict of Interest Prevention Policy

The Company places great importance on good corporate governance and recognizes the significance of conducting business with integrity, transparency, and accountability, considering the interests of the Company and its shareholders. It is essential to avoid actions that may create conflicts of interest. The Company requires those involved or with interests in any transactions under consideration to disclose their relationships or interests in such transactions and to refrain from participating in the consideration or approval of those transactions. The following guidelines have been established:

- 1) Directors, executives, and employees must refrain from engaging in businesses that are the same as or compete with the Company's or its subsidiaries' businesses, whether for personal gain or the benefit of others, which may harm the Company directly or indirectly, or from becoming partners or shareholders with decision-making authority, or directors or executives in businesses that compete with or are similar to the Company or its subsidiaries, unless they have disclosed this to the shareholders' meeting or the Board of Directors before their appointment.
- 2) Directors, executives, and employees must refrain from holding significant shares in competing businesses of the Company if such actions prevent them from performing or omitting actions required by their duties or affect their job responsibilities. If directors, executives, or employees acquired such shares before their appointment or before the Company entered that business, or if they acquired them through inheritance, they must disclose this information to the Company and obtain approval from the shareholders' meeting or the Company's Board of Directors before their appointment.
- 3) Directors and executives of the Company are required to prepare and submit reports on their securities holdings and those of their spouses, cohabiting partners, and minor children, as well as legal entities in which they, their spouses, cohabiting partners, and minor children hold more than 30% of the voting rights, in the prescribed securities holding report form. The Company Secretary summarizes the securities holding reports and changes in holdings for the Board of Directors' acknowledgment every three months.
- 4) Directors, executives, and employees of the Company must strictly comply with the Company's regulations and business ethics, which are essential for maintaining the Company's credibility and trustworthiness among all stakeholders. Information must be disseminated to ensure understanding and compliance.

Insider Trading Policy

The Company places great importance on good corporate governance, and to ensure transparency and prevent personal gain from the use of inside information, the Company has established a policy on the use of inside information. This policy prohibits the use of the Company's inside information or any business information that is material to the Company's management operations, which is confidential and not yet publicly disclosed, as its disclosure would affect the Company, its subsidiaries, and its personnel. The key points are summarized as follows:

- 1) Directors, executives, and employees of the Company and/or its subsidiaries must not disclose or use the Company's or its subsidiaries' inside information they have obtained from their duties to seek personal gain or benefit for others, especially competitors, whether directly or indirectly, and whether or not they receive compensation. This includes using such information to conduct business that competes with the Company or its subsidiaries, even after they have ceased to be directors, executives, employees, or staff of the Company or its subsidiaries.
- 2) Directors, executives, employees, and staff of the Company must not trade, transfer, or receive transfers of the Company's securities using confidential or inside information, or enter into any other legal transactions using the Company's confidential or inside information that may cause direct or indirect damage to the Company. This provision also applies to the spouses and minor children of those directors, executives, employees, and staff.
- 3) The Company requires directors and executives who are aware of material inside information that could affect the price or value of securities to refrain from trading the Company's securities for 30 days before the Company releases its financial statements or information to the public and for at least 24 hours after the information has been disclosed to the public. They are also prohibited from disclosing such material information to others. For the 30 days before the announcement of operating results, the Company Secretary will issue a notice to directors, executives, and departments aware of inside information, instructing them not to disclose inside information to external parties or unauthorized individuals.
- 4) The Company considers any actions that violate the inside information policy or unauthorized disclosure of information, resulting in damage to the Company and related parties, to be an offense subject to disciplinary action and/or legal liability for those who use the Company's inside information and cause damage to the Company.

Whistleblowing or Complaint Policy

The Company has established a Whistle Blowing Policy to support and prioritize all stakeholders, whether internal personnel or external parties, to report any potential corruption, business ethics violations, or related regulatory

breaches. This policy aims to facilitate improvements, corrections, and ensure greater accuracy, appropriateness, transparency, and efficiency in business operations.

The Company has specified the following methods for complainants or whistleblowers to submit reports or complaints:

1) Clearly provide the name, address, and contact telephone number of the whistleblower or complainant, including the name of the alleged wrongdoer and reliable information about the wrongdoing, with supporting evidence (if available). Whistleblowers may choose to remain anonymous if they believe disclosure would compromise their safety or cause harm. However, revealing their identity allows the Company to provide progress updates, clarify facts, or mitigate damages more conveniently and promptly.

2) Internal and external stakeholders who witness wrongdoing can report or file complaints through the following channels:

- Directly report to their immediate supervisor.
- Submit information via www.advice.co.th/complaint.
- Send mail to the Chairman of the Audit Committee at Advice IT Infinite Public Company Limited, 74/1 Moo 1, The It, Pak Kret, Nonthaburi 11120.

3) Upon receiving a report or complaint, the Company will assign the Customer Relations Department or another appropriate department to gather relevant facts and review the information provided by the whistleblower or complainant. If the review reveals credible evidence, the internal audit department or assigned department will present the findings to the Audit Committee and the Board of Directors for acknowledgment and further action, including the appointment of an investigation committee to address the relevant issues.

4) After the investigation committee has verified the facts, it will recommend actions to the Audit Committee and the Board of Directors for approval and implementation of corrective measures, including disciplinary actions and damage mitigation for affected parties.

5) The Company has measures in place to protect whistleblowers, complainants, and those who cooperate in fact-finding. The Company will not disclose the names, addresses, or any other identifying information of the reporters. The Company will maintain the confidentiality of relevant information and disclose it only when necessary, considering the safety and harm of the whistleblowers, complainants, or those who cooperate in fact-finding, and the source of information or related individuals.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Advice IT Infinite Public Company Limited recognizes the importance of conducting business with integrity, transparency, and accountability under the principles of good corporate governance. To ensure long-term sustainable growth and build trust among all stakeholders, the company has established a clear framework to guide the actions and decisions of directors, executives, and employees at all levels in alignment with ethical standards and applicable laws. Accordingly, the company has implemented a Business Code of Conduct to serve as a comprehensive guideline covering various aspects of corporate practices. These include maintaining honesty and integrity in operations, preventing conflicts of interest, managing and protecting confidential and internal information, combating all forms of corruption, and treating stakeholders fairly. The Code also emphasizes the company's commitment to social responsibility, environmental sustainability, and respect for human rights—forming the foundation of a strong and ethical corporate culture.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

The company recognizes that conflicts of interest are a significant risk to transparency and corporate credibility. Accordingly, the company has established strict guidelines to prevent and manage such conflicts. Directors, executives, and employees are required to avoid any actions that could lead to actual or perceived conflicts of interest, whether directly or indirectly. They must disclose any relevant relationships or interests and abstain from participating in any decision-making processes where they may have a vested interest.

The company also enforces an approval process for related-party transactions based on the Arm's Length Basis principle, and ensures full and transparent disclosure in its annual report. These measures are part of the company's commitment to fostering a transparent, ethical, and accountable organizational culture.

Anti-corruption

The company is firmly committed to conducting business with transparency, integrity, and accountability, and has adopted a zero-tolerance policy towards all forms of corruption and bribery, whether direct or indirect, internal or external. Clear guidelines have been established requiring directors, executives, and employees at all levels to refrain from offering, soliciting, or accepting bribes, undue benefits, or inappropriate inducements from business partners, customers, or public officials.

The company promotes transparent internal controls and auditing processes, and provides accessible whistleblowing channels that ensure confidentiality and protect whistleblowers from retaliation. In addition, ongoing training and communication on anti-corruption policies are provided to strengthen an organizational culture rooted in ethical conduct and sound corporate governance.

Whistleblowing and Protection of Whistleblowers

The company encourages employees and stakeholders to actively participate in upholding ethical standards by reporting any misconduct, unethical behavior, or violations of laws, policies, and the Code of Conduct. Whistleblowing channels are safe, confidential, and allow for anonymous submissions.

The company has established measures to protect whistleblowers, complainants, and those who cooperate in investigations from retaliation, harassment, or unfair treatment. The Audit Committee is assigned to oversee the process to ensure that all reports are handled fairly, transparently, and with strict confidentiality.

Whistleblowing Channels

- Report to a direct supervisor
- Submit via website: www.advice.co.th/complaint
- By post to:
 - Chairman of the Audit Committee
 - Advice IT Infinite Public Company Limited
 - 74/1 Moo 1, Tha It Subdistrict, Pak Kret District,
 - Nonthaburi 11120, Thailand

Prevention of Misuse of Inside Information

The company recognizes that insider information is a valuable business asset that can significantly impact fairness, transparency, and stakeholder trust. To prevent misuse, clear guidelines have been established prohibiting directors, executives, and employees from using any non-public, material information for personal gain or disclosing such information to unauthorized parties.

Protected insider information includes financial data, performance results, strategic plans, mergers and acquisitions, investments, or any other undisclosed developments that could influence investment decisions. Employees with access to such information are required to handle it with care, ensure appropriate storage and use, and strictly adhere to the company's internal control measures.

Money laundering prevention

The company is committed to conducting business with transparency and full compliance with applicable laws. Recognizing the risk of being unintentionally involved in money laundering activities, the company has implemented strict anti-money laundering measures. All employees are prohibited from engaging in any transactions that may involve or facilitate money laundering, especially those involving assets with untraceable or suspicious origins.

The company requires enhanced due diligence in high-risk or high-value transactions, including customer and partner identity verification when appropriate. Training and awareness programs are also provided to ensure employees can identify red flags and understand proper prevention practices. These measures are vital to preserving the company's integrity and protecting employees from legal and ethical risks.

Gift giving or receiving, entertainment, or business hospitality

The company recognizes that giving or receiving gifts, entertainment, or business hospitality may be a customary practice in business relationships. However, such practices can potentially lead to misunderstandings, conflicts of interest, or be perceived as attempts to improperly influence business decisions. Therefore, the company has established clear guidelines requiring all employees to avoid offering or accepting any gifts or benefits that may compromise impartiality or create an appearance of impropriety.

Gifts and hospitality may be accepted or offered only when they are appropriate to the occasion, reasonable in value, consistent with local customs and applicable laws, and not intended to secure undue business advantage. If there is any doubt regarding the appropriateness of a gift or entertainment, employees must consult their supervisors or the relevant compliance function for further assessment.

Compliance with laws, regulations, and rules

The company places strong emphasis on conducting its business within the framework of applicable laws, regulations, and good practices. Compliance is considered a fundamental principle that all employees must uphold, both in their capacity as company representatives and as individuals. Employees must avoid any actions that may violate the law or jeopardize the company's reputation, and must not support or participate in any form of unlawful conduct.

The company promotes awareness and understanding of relevant legal requirements among its employees, and establishes oversight mechanisms to ensure full compliance. These efforts reinforce the company's commitment to good governance, transparency, and accountability in every aspect of its operations.

Information and assets usage and protection

The company emphasizes the proper use and protection of its assets, both tangible—such as equipment, tools, and systems—and intangible, including internal data, customer information, software, and intellectual property. Employees are responsible for using company assets solely for business purposes and must not exploit them for personal or unauthorized use.

In terms of information and technology, the company enforces strict IT policies and cybersecurity measures to safeguard against data breaches, cyberattacks, and unauthorized access. Employees are encouraged to stay informed about secure technology practices, especially when accessing cloud-based systems and online networks used in business operations. All personnel must adhere to protocols related to password protection, data encryption, backups, and system usage. Unauthorized installation of software or connection of unapproved devices is strictly prohibited to ensure the integrity and security of the company's information systems.

Anti-unfair competitiveness

The company is committed to conducting business under the principles of free and fair competition, without engaging in monopolistic or unethical practices. Employees are strictly prohibited from participating in activities such as price-fixing, bid-rigging, market allocation, or disseminating false information to discredit competitors.

All employees must respect the rights of competitors and refrain from obtaining confidential information through improper means. Compliance with competition laws and trade regulations is mandatory at all levels. These measures aim to foster a competitive market environment that is fair, transparent, and beneficial to consumers in the long term.

Information and IT system security

The company prioritizes information and IT security to prevent damage from unauthorized access, cyberattacks, or data breaches that could impact corporate trust and stakeholder interests. The company has established IT governance and security practices aligned with international standards such as ISO/IEC 27001, and complies with relevant laws including Thailand's Personal Data Protection Act B.E. 2562 (PDPA).

The company also promotes the secure use of cloud-based platforms and Bring Your Own Device (BYOD) by setting clear guidelines for access control, data encryption, and usage monitoring to mitigate cybersecurity risks across all levels. All employees are required to strictly follow IT policies and cybersecurity measures, including using strong passwords, updating software regularly, avoiding unsecured networks, and promptly reporting any irregularities or cyber threats to the responsible unit.

Environmental management

The company places importance on conducting business with responsibility toward the environment. It encourages all employees to be aware of the environmental impact of operations and to participate in conserving natural resources through appropriate practices, such as efficient use of energy and materials, waste reduction, and the adoption of

environmentally friendly technologies.

The company promotes environmental awareness within the organization and supports collaboration with external organizations and public initiatives focused on sustainability. These efforts reflect the company's commitment to ethical business practices and balanced, long-term growth alongside society.

Human rights

The company respects the dignity and fundamental human rights of all individuals equally. It adheres to principles of non-discrimination, promotes diversity, and opposes all forms of human rights violations, including those based on race, gender, age, religion, disability, or political opinion.

The company does not support child labor, forced labor, or unfair labor practices. It promotes a safe and respectful working environment where privacy is protected and employees can express opinions freely without fear of retaliation. A secure and traceable channel is available for reporting any suspected human rights violations.

The company promotes human rights in alignment with recognized good practices and applicable laws, supporting a culture of equality, mutual respect, and sustainable coexistence within the organization.

Safety and occupational health at work

The company recognizes its responsibility to operate in a manner that is environmentally conscious and sustainable. It is committed to minimizing environmental impacts from its operations and promoting the efficient use of resources. Employees are encouraged to participate in environmental stewardship through energy efficiency, waste reduction, recycling, and the use of environmentally friendly materials.

The company also collaborates with external organizations and supports environmental sustainability initiatives, reaffirming its role in contributing to a balanced and long-term sustainable society.

Promotion of compliance with the business code of conduct

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

The company actively encourages its Board of Directors, executives, and employees at all levels to uphold and comply with the Code of Conduct through consistent communication, training, and integration of ethical standards into the corporate culture.

Orientation sessions for new employees and regular refresher training for existing staff are conducted to ensure understanding and awareness. The company has also established mechanisms for monitoring, evaluating, and reporting on compliance with the Code, with a designated unit responsible for oversight and advisory support in case of any ethical concerns.

In addition, the company promotes employee engagement through secure whistleblowing channels and provides protections for individuals who report violations. These efforts help foster a culture of transparency, integrity, and accountability throughout the organization.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : No

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

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

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

The Company places great importance on good corporate governance by regularly reviewing and updating its policies, practices, and relevant charters on an annual basis. This is to ensure alignment with the evolving business context, applicable laws, and best practices in corporate governance.

In 2024, the Company conducted a comprehensive review and revision of its Code of Conduct, a key document supporting its corporate governance framework. The revised Code was approved by the Board of Directors at its Meeting No. 2/2024 on 22 February 2024 and became effective on 1 March 2024.

This latest revision includes enhancements to the content to ensure it is complete, up to date, and clearly articulated. The updated Code serves as a practical guideline for directors, executives, and employees at all levels, reinforcing ethical business conduct, transparency, and accountability to all stakeholders.

Implementation of the CG Code for listed companies

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

Advice IT Infinite Public Company Limited has implemented the Corporate Governance Code (CG Code) through the following concrete practices:

1. Roles and Responsibilities of the Board

The company clearly defines Board duties in its charter, reviews it annually, delegates authority to management in writing, and evaluates performance quarterly through structured Board meetings.

2. Long-Term Sustainable Objectives

The Board sets and reviews the company's vision, mission, and objectives every 3–5 years, integrating ESG considerations into annual strategic planning and budgeting processes.

3. Effective Board Composition

At least one-third of the Board are independent directors. Annual performance evaluations are conducted for the Board, committees, and individual directors, and the outcomes are used for development purposes.

4. Executive and Talent Management

The company maintains a succession plan for top executives, and supports ongoing training. Performance-based and competitive compensation structures are in place aligned with industry benchmarks.

5. Innovation and Responsible Business Conduct

The company promotes innovation through digital transformation (e.g., AI, Big Data) and enforces ethical conduct through a public Code of Conduct, with Board oversight.

6. Risk Management and Internal Control

An independent audit committee is in place. Internal audit reports directly to the Board, and annual enterprise-wide risk assessments are conducted. Key risks are reported to the Board quarterly.

7. Financial Integrity and Disclosure

The company prepares MD&A quarterly, discloses information via website in both Thai and English, and has a dedicated investor relations function to engage stakeholders effectively.

8. Shareholder Engagement

The company allows shareholders to propose agenda items in advance, provides meeting materials at least 14 days prior, and applies technology for registration and e-voting to ensure full shareholder participation.

Other corporate governance performance and outcomes

In 2024, the company's first year as a listed entity, Advice IT Infinite Public Company Limited placed strong emphasis on corporate governance and responsible business practices. Despite limited preparation time to meet various regulatory requirements, the company remained fully committed to safeguarding the interests of shareholders and all stakeholders. Key achievements in governance and ESG include:

- **Received a 3-Star (Good) rating for its Annual General Meeting (AGM)** from the Thai Investors Association, reflecting transparency, verifiability, and inclusive shareholder participation — even in the company's first year on the Stock Exchange of Thailand.
- **Selected as one of the ESG100 companies for 2024 by the Thaipat Institute**, recognizing outstanding environmental, social, and governance (ESG) performance. The company was one of 19 newly-listed securities to debut on the ESG100 list in its inaugural year.
- **Implemented bilingual (Thai/English) information disclosure** via its official website and established an Investor Relations (IR) function to ensure equal and effective communication with shareholders and the investment community.
- **Conducted regular self-assessments of the Board and its committees**, using the results to enhance governance structure, composition, and effectiveness on an ongoing basis.

The company is dedicated to continuously enhancing its corporate governance framework to promote transparency, build stakeholder trust, and ensure sustainable long-term value creation.

Corporate Governance Structure

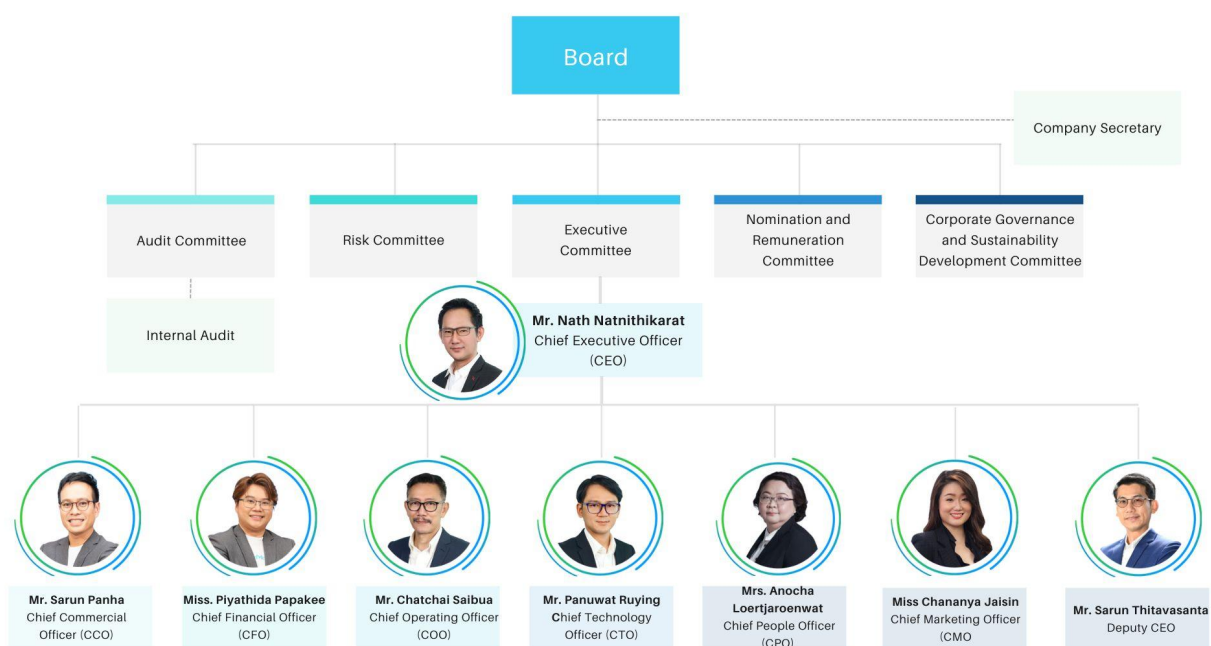
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Oct 2024

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	10	
	9	1
Executive directors	5	
	5	0
Non-executive directors	5	
	4	1
Independent directors	4	
	3	1
Non-executive directors who have no position in independent directors	1	
	1	0

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	90.00	10.00
Executive directors	50.00	
	50.00	0.00
Non-executive directors	50.00	
	40.00	10.00
Independent directors	40.00	
	30.00	10.00
Non-executive directors who have no position in independent directors	10.00	
	10.00	0.00

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

	2024	
	Male (years)	Female (years)
Average age of board of directors	58	
	59	53

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. SANIT RANGNOI Gender: Male Age : 76 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 500,000 Shares (0.080645 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 40,000 Shares (0.006452 %) 	<p>Chairman of the Board of Directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	26 Apr 2022	Business Administration, Insurance, Accounting, Law, Finance
<p>2. Mr. AMORN TATHONG Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : Statics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 71,280,000 Shares (11.496774 %) <p><u>Indirect shareholding details</u></p> <p>Holds 33.20% of the shares in Thai Joint Venture Groups Co., Ltd., which holds 25.81% of the shares in ADVICE, equivalent to an indirect shareholding of approximately 8.57% of ADVICE's total shares.</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	29 Sep 2017	Economics, Information & Communication Technology, IT Management, Data Analysis, Statistics

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. NATH NATNITHIKARAT Gender: Male Age : 53 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 167,851,500 Shares (27.072823 %) <p><u>Indirect shareholding details</u></p> <p>Holds 33.20% of the shares in Thai Joint Venture Groups Co., Ltd., which holds 25.81% of the shares in ADVICE, equivalent to an indirect shareholding of approximately 8.57% of ADVICE's total shares.</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>29 Sep 2017</p>	<p>Business Administration, Commerce, Accounting, Leadership, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. BUNCHA WONGLEAKPAI Gender: Male Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 4,319,000 Shares (0.696613 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 74,400 Shares (0.012000 %) <p><u>Indirect shareholding details</u></p> <p>Holds 0.40% of the shares in Thai Joint Venture Groups Co., Ltd., which holds 25.81% of the shares in ADVICE, equivalent to an indirect shareholding of approximately 0.10% of ADVICE's total shares.</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	14 Jan 2021	Strategic Management, Digital Marketing, Commerce, Risk Management, Business Administration
<p>5. Mr. PRAKARN TAWISUWAN Gender: Male Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 956,000 Shares (0.154194 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Apr 2022	Economics, Accounting, Risk Management, Audit, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. VORADA THANGSURBKUL Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company • Direct shareholding : 500,000 Shares (0.080645 %)</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	11 May 2022	Business Administration, Economics, Banking, Information & Communication Technology, Accounting
<p>7. Mr. NIYOM TERMSRISUK Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Public and private management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Sep 2022	Law, Corporate Management, Risk Management, Audit, Governance/ Compliance
<p>8. Mr. CHUKKRIT WATCHARASAKSILP Gender: Male Age : 56 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	25 Apr 2024	Marketing, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. CHATCHAI SAIBUA Gender: Male Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Education Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 130,000 Shares (0.020968 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	25 Apr 2024	Packaging, Transportation & Logistics, Electronic Components, Sustainability, Risk Management
<p>10. Mr. SARUN PANHA Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 8,669,400 Shares (1.398290 %) <p><u>Indirect shareholding details</u></p> <p>Holds 0.30% of the shares in Thai Joint Venture Groups Co., Ltd., which holds 25.81% of the shares in ADVICE, equivalent to an indirect shareholding of approximately 0.08% of ADVICE's total shares.</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	25 Apr 2024	Business Administration, Risk Management, Negotiation, Transportation & Logistics, Marketing

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple

(unmarried couples living together openly), minor children, etc.

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

List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. EKKACHAI RAWEESANGSOON Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : information technology Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <p><u>Indirect shareholding details</u></p> <p>Holds 0.30% of the shares in Thai Joint Venture Groups Co., Ltd., which holds 25.81% of the shares in ADVICE, equivalent to an indirect shareholding of approximately 0.08% of ADVICE's total shares.</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p>	25 Jun 2024	-
<p>2. Mr. PORAMET EK-UN Gender: Male Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <p><u>Indirect shareholding details</u></p> <p>Holds 0.60% of the shares in Thai Joint Venture Groups Co., Ltd., which holds 25.81% of the shares in ADVICE, equivalent to an indirect shareholding of approximately 0.15% of ADVICE's total shares.</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p>	25 Apr 2024	<p>Mr. SARUN PANHA</p> <p>Appointment date of replacement director : 22 Feb 2024</p>

List of directors	Position	Date of resignation / termination	Replacement director
<p>3. Mr. PREECHA THONGTHANOMKUL Gender: Male Age : 46 years Highest level of education : Bachelor's degree Study field of the highest level of education : science technology Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <p><u>Indirect shareholding details</u></p> <p>Holds 0.33% of the shares in Thai Joint Venture Groups Co., Ltd., which holds 25.81% of the shares in ADVICE, equivalent to an indirect shareholding of approximately 0.09% of ADVICE's total shares.</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p>	25 Jun 2024	-

Additional explanation:

() Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:*

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

*(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.*

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. SANIT RANGNOI	Chairman of the Board of Directors		✓	✓		
2. Mr. AMORN TATHONG	Director		✓		✓	✓
3. Mr. NATH NATNITHIKARAT	Director	✓				✓
4. Mr. BUNCHA WONGLEAKPAI	Director	✓				✓
5. Mr. PRAKARN TAWISUWAN	Director		✓	✓		
6. Ms. VORADA THANGSURBKUL	Director		✓	✓		
7. Mr. NIYOM TERMSRISUK	Director		✓	✓		
8. Mr. CHUKKRIT WATCHARASAKSILP	Director	✓				
9. Mr. CHATCHAI SAIBUA	Director	✓				
10. Mr. SARUN PANHA	Director	✓				✓
Total (persons)		5	5	4	1	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	30.00
2. Banking	1	10.00
3. Insurance	1	10.00
4. Packaging	1	10.00
5. Commerce	2	20.00
6. Transportation & Logistics	2	20.00
7. Electronic Components	1	10.00
8. Information & Communication Technology	2	20.00
9. Law	2	20.00
10. Marketing	2	20.00
11. Accounting	4	40.00
12. Finance	1	10.00
13. Sustainability	1	10.00
14. IT Management	1	10.00
15. Data Analysis	1	10.00
16. Statistics	1	10.00
17. Digital Marketing	1	10.00
18. Negotiation	1	10.00
19. Corporate Management	1	10.00
20. Leadership	1	10.00
21. Strategic Management	1	10.00
22. Risk Management	5	50.00
23. Audit	2	20.00
24. Governance/ Compliance	3	30.00
25. Business Administration	6	60.00

Information about the other directors

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

	2024
Chairman is a member of the executive board or taskforce	No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	Yes

Additional explanation : (*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

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

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

Methods of balancing power between the board of directors and Management : Appointing an independent director to jointly consider the agenda of the board of directors' meeting, Others : The Company maintains a strong corporate governance structure, with more than three independent directors, representing more than one-third of the total board composition. An independent director serves as the Chairman of the Board and also chairs key board committees, reinforcing effective checks and balances between the Board and Management.

The Company places strong emphasis on maintaining an appropriate balance of power between the Board of Directors and executive management. Key measures include:

- **Having more than the minimum required number of independent directors**

The Company appoints independent directors in excess of one-third of the total board members, with more than three independent directors serving to enhance oversight and independent judgment.

- **Appointing an independent director as Chairman of the Board**

This separation of roles between the Chairman and the CEO ensures clear division of duties and avoids concentration of power in a single individual.

- **Appointing independent directors as chairpersons of key board committees**

Such as the Audit Committee and the Nomination and Remuneration Committee, to ensure independent and objective deliberation on critical issues before presenting recommendations to the full board.

- **Clearly defining the roles and responsibilities of the Board and management**

The Board is responsible for setting policies and overall governance, while management is responsible for day-to-day operations in accordance with the Board's direction.

- **Establishing performance evaluations for management conducted by the Board**

To ensure that management operates in alignment with corporate goals and remains subject to appropriate board oversight.

- **Promoting transparency and disclosure**

Especially in matters involving potential conflicts of interest and significant decisions affecting stakeholders.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors, as representatives appointed by the shareholders to manage the Company, must perform their duties with dedication, responsibility, and integrity, within the scope of their authority and responsibilities, summarized as follows:

1. Manage the Company for the best interests of the shareholders (Fiduciary Duty), adhering to four key principles:

- 1.1 Duty of Care: Perform duties with responsibility, diligence, and prudence.
 - 1.2 Duty of Loyalty: Perform duties with integrity.
 - 1.3 Duty of Obedience: Comply with laws, the Company's objectives and regulations, Board resolutions, and shareholder meeting resolutions.
 - 1.4 Duty of Disclosure: Disclose information to shareholders accurately, completely, transparently, verifiably, and in a timely manner.
2. Establish the Company's and subsidiaries' objectives, core business goals, vision, mission, policies, targets, strategies, business plans, management structures, approval authorities, and budgets. Also, oversee the allocation of key resources and review, examine, and approve the policies, strategies, business plans, and operational directions of the Company and subsidiaries as proposed by management.
 3. Consider and determine the management structure, appoint subcommittees, the Chief Executive Officer, and other appropriate committees, and define the scope of authority for these individuals. Delegating authority within the defined scope must not allow these subcommittees, the Chief Executive Officer, or other committees to consider and approve transactions that may involve conflicts of interest or other conflicts of interest with the Company or subsidiaries (if any), unless the transactions are in accordance with policies and criteria previously considered and approved by the Board.
 4. Monitor and supervise the performance, management, and operations of management and the Company's subcommittees to ensure they align with the Company's objectives, core business goals, vision, mission, strategies, operational plans, and budgets effectively and efficiently to maximize value for the Company and shareholders.
 5. Supervise and oversee the management and operations of the Company and subsidiaries to ensure compliance with Company policies, good corporate governance principles, securities laws, and related announcements, regulations, and guidelines with responsibility, diligence, prudence, and integrity for the best interests of the Company and fairness to all stakeholders.
 6. Establish written good corporate governance policies and ensure their effective implementation to promote ethical business practices, respect for rights, and responsibility towards shareholders and stakeholders, and conduct business that benefits society and the environment, while adapting to changing factors.
 7. Ensure that the financial reporting and disclosure of important information are accurate, adequate, timely, and in accordance with relevant rules and guidelines.
 8. Ensure that shareholders participate in significant Company decisions, respect their rights, and treat all shareholders, both major and minor, and stakeholders fairly and transparently. Supervise the establishment of processes and channels for receiving and handling complaints from whistleblowers or stakeholders effectively, and provide opportunities for all stakeholders to directly contact/file complaints with the Board.
 9. The Board may delegate authority to one or more directors or other individuals to perform specific actions on behalf of the Board, under the Board's control, or grant such individuals authority as deemed appropriate by the Board and for a period deemed appropriate by the Board, which the Board may revoke, withdraw, change, or amend as necessary.

Delegation of authority must not allow these individuals to consider and approve transactions involving themselves or individuals who may have conflicts of interest with the Company or subsidiaries (if any), as defined in the Capital Market Supervisory Board notifications and/or the Stock Exchange of Thailand notifications and/or other relevant agency notifications, unless the transactions are in accordance with policies and criteria previously considered and approved by the Board.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Others
 - Manage the Company

Scope of authorities, role, and duties

The Board of Directors, as representatives appointed by the shareholders to manage the Company, must perform their duties with dedication, responsibility, and integrity, within the scope of their authority and responsibilities, summarized as follows:

1. Manage the Company for the best interests of the shareholders (Fiduciary Duty), adhering to four key principles:
 - 1.1 Duty of Care: Perform duties with responsibility, diligence, and prudence.
 - 1.2 Duty of Loyalty: Perform duties with integrity.
 - 1.3 Duty of Obedience: Comply with laws, the Company's objectives and regulations, Board resolutions, and shareholder meeting resolutions.
 - 1.4 Duty of Disclosure: Disclose information to shareholders accurately, completely, transparently, verifiably, and in a timely manner.
2. Establish the Company's and subsidiaries' objectives, core business goals, vision, mission, policies, targets, strategies, business plans, management structures, approval authorities, and budgets. Also, oversee the allocation of key resources and review, examine, and approve the policies, strategies, business plans, and operational directions of the Company and subsidiaries as proposed by management.
3. Consider and determine the management structure, appoint subcommittees, the Chief Executive Officer, and other appropriate committees, and define the scope of authority for these individuals. Delegating authority within the defined scope must not allow these subcommittees, the Chief Executive Officer, or other committees to consider and approve transactions that may involve conflicts of interest or other conflicts of interest with the Company or subsidiaries (if any), unless the transactions are in accordance with policies and criteria previously considered and approved by the Board.
4. Monitor and supervise the performance, management, and operations of management and the Company's subcommittees to ensure they align with the Company's objectives, core business goals, vision, mission, strategies, operational plans, and budgets effectively and efficiently to maximize value for the Company and shareholders.
5. Supervise and oversee the management and operations of the Company and subsidiaries to ensure compliance with Company policies, good corporate governance principles, securities laws, and related announcements, regulations, and guidelines with responsibility, diligence, prudence, and integrity for the best interests of the Company and fairness to all stakeholders.
6. Establish written good corporate governance policies and ensure their effective implementation to promote ethical business practices, respect for rights, and responsibility towards shareholders and stakeholders, and conduct business that benefits society and the environment, while adapting to changing factors.
7. Ensure that the financial reporting and disclosure of important information are accurate, adequate, timely, and in accordance with relevant rules and guidelines.
8. Ensure that shareholders participate in significant Company decisions, respect their rights, and treat all shareholders, both major and minor, and stakeholders fairly and transparently. Supervise the establishment of processes and channels for receiving and handling complaints from whistleblowers or stakeholders effectively, and provide opportunities for all stakeholders to directly contact/file complaints with the Board.
9. The Board may delegate authority to one or more directors or other individuals to perform specific actions on behalf of the Board, under the Board's control, or grant such individuals authority as deemed appropriate by the Board and for a period deemed appropriate by the Board, which the Board may revoke, withdraw, change, or amend as necessary.

Delegation of authority must not allow these individuals to consider and approve transactions involving themselves or individuals who may have conflicts of interest with the Company or subsidiaries (if any), as defined in the Capital Market Supervisory Board notifications and/or the Stock Exchange of Thailand notifications and/or other relevant agency notifications, unless the transactions are in accordance with policies and criteria previously considered and approved by the Board.

Reference link for the charter

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Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

The Audit Committee is responsible for overseeing and reviewing the Company's corporate governance to ensure adequate management standards, efficiency, effectiveness, and transparency. They review the accuracy and reliability of financial reports, internal control systems, risk management, and audits, and ensure compliance with relevant laws and regulations to promote good corporate governance within the Company, based on corporate governance principles. Their scope of authority and responsibilities can be summarized as follows:

1. Review the adequacy, accuracy, and reliability of financial reporting of the Company and its subsidiaries, ensuring compliance with generally accepted accounting principles.
2. Review the appropriateness and effectiveness of the Company's and its subsidiaries' internal control and internal audit systems, including the independence of the internal audit department. Consider and provide reasonable and fair approval regarding the appointment, transfer, removal, remuneration, and performance evaluation of auditors and internal audit management.
3. Review the Company's compliance with securities and stock exchange laws, stock exchange regulations, and laws related to the Company's business.
4. Consider, select, and propose the appointment of independent auditors for the Company, and propose their remuneration. Also, hold meetings with the auditors without management present at least once a year.
5. Review related transactions, intercompany transactions, or transactions that may involve conflicts of interest, including acquisitions or disposals of assets by the Company and its subsidiaries, to ensure they comply with laws and stock exchange regulations and are reasonable and in the best interests of the Company.
6. Prepare an audit committee report for disclosure in the Company's annual report.
7. The Audit Committee has the authority to request information and/or invite employees and management from various departments of the Company and its subsidiaries to discuss, clarify, or answer questions for further consideration.

Reference link for the charter

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Executive Committee

Role

• Others

- Formulate policies, set objectives and strategies, and establish operational plans.

Scope of authorities, role, and duties

1. The Executive Committee is responsible for managing the Company's business in accordance with its business objectives. This management must adhere to the policies, goals, strategies, operational plans, regulations, or any orders set by the Board of Directors. The Executive Committee is also responsible for reviewing proposals from the Chief Executive Officer and presenting the Company's goals, policies, business plans, and annual budgets to the Board of Directors for consideration and approval.

2. Monitor the performance and progress of the Company's investment projects, and report the results, including any problems or obstacles encountered and proposed solutions, to the Board of Directors.

3. Approve the execution of contracts and/or transactions related to the Company's ordinary business or support activities of the Company and its subsidiaries, under relevant policies (e.g., purchasing, investing, or joint ventures with others, disposing of investments for operational purposes of the Company and its subsidiaries), within the approval authority granted by the Board of Directors.

4. Approve borrowings and loan applications from financial institutions, lending, and pledging, mortgaging, creating obligations, or acting as guarantors for the Company and its subsidiaries, within the approval authority granted by the Board of Directors.

5. Approve the opening/closing of bank accounts and related banking services, including designating signatories for the Company's bank accounts, within the approval authority granted by the Board of Directors.

6. Approve actions related to the Company's ordinary business operations or day-to-day activities.

7. Review and screen projects, contracts, transactions, and/or actions that exceed the Executive Committee's authority for submission to the Board of Directors for approval, unless such matters fall under the responsibility and/or authority of another subcommittee of the Company, which will directly review and submit them to the Board of Directors.

8. Approve the implementation and execution of Company projects that have been approved by the Board of Directors and report project progress to the Board of Directors.

9. The Executive Committee may appoint working groups and/or individuals to screen matters submitted to the Executive Committee or to perform any actions that benefit the Executive Committee's duties or to act on its behalf within the scope of its authority. The Executive Committee may sub-delegate and/or assign specific tasks to others, provided that such sub-delegation and/or assignment are within the scope of authority granted by the delegation letter and/or in accordance with the regulations, rules, or orders set by the Board of Directors.

The delegation of authority and responsibilities to the Executive Committee must not allow the Executive Committee or its delegates to approve transactions in which they or related parties (as defined in the Capital Market Supervisory Board notifications or the Securities and Exchange Commission notifications) may have interests or benefits, or other conflicts of interest with the Company or its subsidiaries.

Reference link for the charter

-

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

1. Establish risk management policies, risk appetite, and risk tolerance, and present the risk management policies to the Board of Directors for approval. This must cover various types of risks, both internal and external, that are significant to the organization.
2. Develop risk management strategies and action plans that align with the risk management policies. This includes the ability to assess, monitor, and control risk exposure, particularly for critical risks, within the organization's defined limits.
3. Control, monitor, audit, and evaluate risk management, and ensure that the Company operates in accordance with the established risk management policies and regulatory requirements.
4. Review risk management reports and ensure that the organization's risk management is appropriate and that the policies and risk management systems are adequate. This includes the effectiveness of the systems and compliance with the established policies.

Reference link for the charter

-

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

1. Recommend the structure, size, and composition of the Board of Directors and its subcommittees that are suitable for the Company's business characteristics.
2. Establish qualifications, criteria, and methods for nominating directors, subcommittee members, and the Chief Executive Officer of the Company, and consider and select suitable individuals with knowledge, experience, and expertise to present their names to the Board of Directors and/or the shareholders' meeting for consideration and appointment (as applicable).
3. Review the compensation structure, forms, and criteria for remuneration (whether in cash, securities, or other forms) for directors, subcommittee members, and the Chief Executive Officer of the Company, ensuring they are appropriate, fair, and in compliance with relevant laws. This includes determining salary rates, remuneration, bonuses, and salary increases for directors, subcommittee members, and the Chief Executive Officer of the Company, to be presented to the Board of Directors and/or the shareholders' meeting for consideration (as applicable).
4. Consider guidelines for determining remuneration for directors, subcommittee members, and the Chief Executive Officer to align with the Company's long-term strategies and goals, experience, duties, scope of roles and responsibilities (accountability and responsibility), and expected benefits. This remuneration should be comparable to industry standards.
5. Review the performance evaluation criteria for the Chief Executive Officer of the Company and present them to the Board of Directors for consideration.

Reference link for the charter

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Corporate Governance and Sustainable Development Committee

Role

- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

The committee is responsible for setting policies, overseeing, and promoting operations under the principles of good corporate governance and sustainable development. It also oversees, advises, and sets guidelines for sustainable development practices across all departments within the Company, ensuring appropriateness, transparency, and balance in environmental, social, and governance (ESG) aspects. This aims to create value for the Company's business growth and build sustainable confidence and credibility among stakeholders.

3.1 Good Corporate Governance:

- (1) Consider and recommend policies/practices related to ethical and business conduct, as well as anti-corruption policies, based on good corporate governance principles, to the Board of Directors and management for establishment as organizational regulations. This ensures standardized organizational practices and proper guidelines.
- (2) Recommend and review policies/practices related to the Company's responsibilities towards various stakeholder groups. Oversee, advise, monitor progress, and evaluate the effectiveness of good corporate governance implementation.
- (3) Promote integrated organizational management, including governance, risk management, internal control, and compliance (GRC), for effectiveness.

3.2 Sustainable Development:

- (1) Consider, review, and adjust the Company's sustainable development policies, strategies, and targets, ensuring balance in environmental, social, and governance (ESG) aspects, and alignment with best practices at national and international levels.
- (2) Advise and promote the establishment of principles, policies, and strategies, and ensure the Company's operations align with sustainable development principles, achieve planned targets, and maintain leadership in sustainability as recognized by external organizations. Support the Board, management, and employees in effectively adhering to the Company's sustainable development guidelines.
- (3) Oversee, monitor, evaluate, and disclose sustainable development performance data in a balanced and efficient manner, maximizing benefits for the Company and its stakeholders.

3.3 Others:

- (1) Perform other duties as assigned by the Board of Directors.
- (2) Conduct annual reviews of the appropriateness of the Corporate Governance and Sustainable Development Committee's charter. If revisions are made, present them to the Board of Directors for approval.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. PRAKARN TAWISUWAN^(*) Gender: Male Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	26 Apr 2022	Economics, Accounting, Risk Management, Audit, Governance/ Compliance
<p>2. Ms. VORADA THANGSURBKUL Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	11 May 2022	Business Administration, Economics, Banking, Information & Communication Technology, Accounting
<p>3. Mr. NIYOM TERMSRISUK Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Public and private management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	28 Sep 2022	Law, Corporate Management, Risk Management, Audit, Governance/ Compliance

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. NATH NATNITHIKARAT Gender: Male Age : 53 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	The chairman of the executive committee	1 Oct 2017
<p>2. Mr. BUNCHA WONGLEAKPAI Gender: Male Age : 47 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	14 Jan 2021
<p>3. Mr. AMORN TATHONG Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : Statics Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	29 Sep 2017
<p>4. Mr. CHATCHAI SAIBUA Gender: Male Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Education Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	1 Jul 2018
<p>5. Mr. CHUKKRIT WATCHARASAKSILP Gender: Male Age : 56 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	2 Oct 2017
<p>6. Ms. PIYATHIDA PAPAKEE Gender: Female Age : 40 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	2 Oct 2017

List of committee members	Position	Appointment date of executive committee member
7. Mrs. ANOCHA LOETJAROENWAT Gender: Female Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : information technology Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	2 Oct 2023
8. Mr. SARUN PANHA Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	2 Oct 2023
9. Mr. PANUWAT RUYING Gender: Male Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Feb 2019
10. Mr. SARAN THITAVASANTA Gender: Male Age : 42 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	19 Feb 2024
11. Ms. CHANANYA JAISIN Gender: Female Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : No	Member of the executive committee	21 Feb 2025

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

List of directors	Position	Date of resignation / termination	Replacement committee member
<p>1. Mr. PREECHA THONGTHANOMKUL</p> <p>Gender: Male</p> <p>Age : 46 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : science technology</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	Member of the executive committee	25 Jun 2024	-
<p>2. Mr. EKKACHAI RAWEESANGSOON</p> <p>Gender: Male</p> <p>Age : 47 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : information technology</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	Member of the executive committee	25 Jun 2024	-
<p>3. Mr. PORAMET EK-UN</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	Member of the executive committee	6 Feb 2024	<p>Mr. SARUN PANHA</p> <p>Appointment date of replacement committee member : 6 Feb 2024</p>

Other Subcommittees

Subcommittee name	Name list	Position
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Subcommittee name	Name list	Position
Risk Management Committee	Mr. PRAKARN TAWISUWAN	The chairman of the subcommittee (Independent director)
	Mr. NIYOM TERMSRISUK	Member of the subcommittee (Independent director)
	Ms. VORADA THANGSURBKUL	Member of the subcommittee (Independent director)
	Mr. CHUKKRIT WATCHARASAKSILP	Member of the subcommittee
	Ms. PIYATHIDA PAPAKEE	Member of the subcommittee
	Ms. CHANANYA JAISIN	Member of the subcommittee
	Mr. PANUWAT RUYING	Member of the subcommittee
	Mrs. ANOCHA LOETJAROENWAT	Member of the subcommittee
	Mr. SARUN PANHA	Member of the subcommittee
	Mr. CHATCHAI SAIBUA	Member of the subcommittee
Nomination and Remuneration Committee	Ms. VORADA THANGSURBKUL	The chairman of the subcommittee (Independent director)
	Mr. NIYOM TERMSRISUK	Member of the subcommittee (Independent director)
	Mr. PRAKARN TAWISUWAN	Member of the subcommittee (Independent director)
	Mr. NATH NATNITHIKARAT	Member of the subcommittee
Corporate Governance and Sustainable Development Committee	Mr. NIYOM TERMSRISUK	The chairman of the subcommittee (Independent director)
	Mr. PRAKARN TAWISUWAN	Member of the subcommittee (Independent director)
	Ms. VORADA THANGSURBKUL	Member of the subcommittee (Independent director)
	Mr. NATH NATNITHIKARAT	Member of the subcommittee
	Mr. CHATCHAI SAIBUA	Member of the subcommittee

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. NATH NATNITHIKARAT Gender: Male Age : 53 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>CHIEF EXECUTIVE OFFICER (The highest-ranking executive)</p>	29 Sep 2017	<p>Business Administration, Commerce, Accounting, Leadership, Governance/ Compliance</p>
<p>2. Mr. SARUN PANHA Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Commercial Officer	1 Oct 2023	<p>Business Administration, Risk Management, Negotiation, Transportation & Logistics, Marketing</p>
<p>3. Ms. PIYATHIDA PAPAKEE^(*) Gender: Female Age : 40 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	<p>Chief Financial Officer (The highest-ranking executive)</p>	2 Oct 2017	<p>Budgeting, Accounting, Finance, Data Analysis, Risk Management</p>
<p>4. Mr. CHATCHAI SAIBUA Gender: Male Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Education Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Operating Officer (The highest-ranking executive)</p>	1 Jul 2018	<p>Packaging, Transportation & Logistics, Electronic Components, Sustainability, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>5. Mr. PANUWAT RUYING Gender: Male Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Technology Officer	1 Feb 2019	Information & Communication Technology, IT Management, Data Analysis, Statistics, Business Administration
<p>6. Mrs. ANOCHA LOETJAROENWAT Gender: Female Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : information technology Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief People Officer	1 Sep 2023	Economics, Human Resource Management, Change Management, Governance/ Compliance, Corporate Management
<p>7. Ms. CHANANYA JAISIN Gender: Female Age : 40 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : No Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Marketing Officer	19 Jul 2024	Economics, Marketing, Data Analysis, Digital Marketing, Brand Management
<p>8. Mr. SARAN THITAVASANTA Gender: Male Age : 42 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Deputy CEO	19 Feb 2024	Economics, Business Administration, Marketing, Strategic Management, Brand Management

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

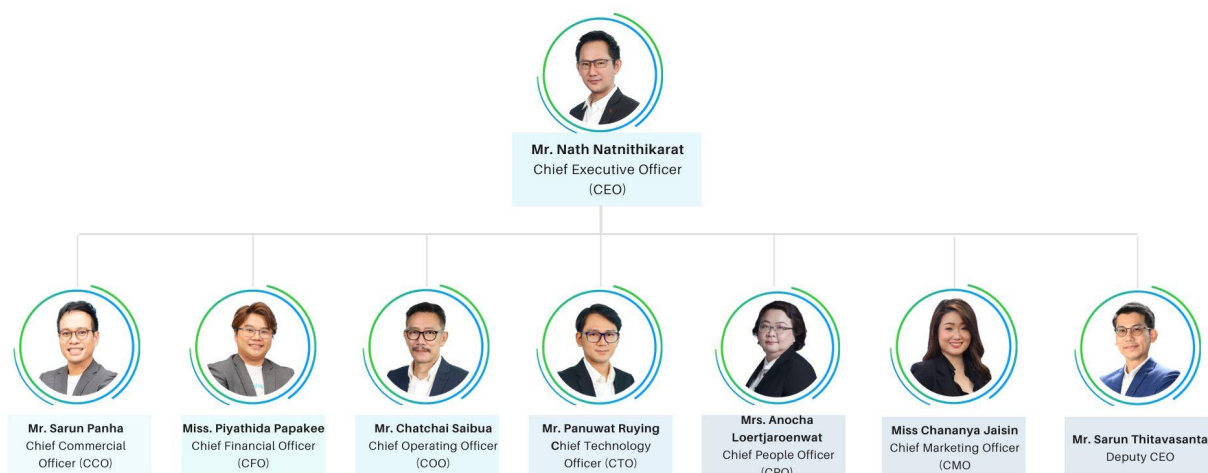
*(**) Accounting supervisor*

*(***) Appointed after the fiscal year end of the reporting year*

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

Organization structure of the highest-ranking executive and the next four executives as of date : 1 Oct 2024

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



Remuneration policy for executive directors and executives

The Company’s remuneration policy for directors and executives is based on the principles of appropriateness, fairness, and the ability to attract and retain qualified personnel to perform effectively. The Nomination and Remuneration Committee is responsible for considering the structure, format, and criteria of remuneration—whether in the form of cash, securities, or any other forms—for the Company’s directors, sub-committees, and Chief Executive Officer. The remuneration is determined in alignment with their roles, responsibilities, and the Company’s performance, and in compliance with relevant laws and good corporate governance practices.

For senior executives, the Executive Committee, in collaboration with the Nomination and Remuneration Committee, is responsible for reviewing and recommending remuneration proposals to the Board of Directors for approval. The remuneration may be in the form of salary, wages, incentives, gratuities, bonuses, or other performance-based compensation deemed appropriate based on competency and performance.

Does the board of directors or the remuneration committee : Doesn’t Have
have an opinion on the remuneration policy for executive
directors and executives

The Board of Directors is of the opinion that the remuneration provided to executives is appropriate and reasonable, taking into account their roles, responsibilities, and performance both individually and at the Company level. The remuneration is in line with the policy set by the Nomination and Remuneration Committee and is also comparable to the overall market rates within the same industry.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	29,339,592.59	30,317,743.76	50,018,917.97

Other remunerations of executive directors and executives

	2022	2023	2024
Employee Stock Ownership Plan (ESOP)	-	No	-
Employee Joint Investment Program (EJIP)	-	No	-

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 3,199,110.50
and executives in the past year

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Boonsiri Saelao	boonsiri.s@advice.co.th	-

List of the company secretary

General information	Email	Telephone number
1. Ms. Phakamas Thepthong	company-secretary@advice.co.th	02 908 8888 ต่อ 659

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mrs. Amornwan Dechkamhang	amornwan.de@plgroup.co.th	-

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Phakamas Thepthong	investor@advice.co.th	02 908 8888 ต่อ 659

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
D I A INTERNATIONAL AUDITING COMPANY LIMITED 316/32 Soi Sukhumvit 22 Khlong Toei Khlong Toei Bangkok 10110 Telephone number -	2,010,000.00	-	1. Ms. KAMOLMETT CHRITYAKIERNE Email: kamolmett@dainteraudit.onmicroso ft.com License number: 10435

Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
D I A INTERNATIONAL AUDITING COMPANY LIMITED 316/32 Soi Sukhumvit 22 Khlong Toei Khlong Toei Bangkok 10110 Telephone number -	1,560,000.00	-	1. Ms. KAMOLMETT CHRITYAKIERNE Email: kamolmett@dainteraudit.onmicroso ft.com License number: 10435

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

The Board of Directors has ensured the establishment of objectives, core business goals, vision, mission, strategic plans, and budgets for management to implement. Additionally, they oversee the structure and operations of the Board to appropriately achieve business objectives and core goals, adhering to good governance principles in all operations. They also handle the recruitment, development, and compensation of executives and directors, as well as conduct annual performance evaluations.

The Board of Directors has ensured the establishment of objectives, core business goals, vision, mission, strategic plans, and budgets for management to implement. Additionally, they oversee the structure and operations of the Board to appropriately achieve business objectives and core goals, adhering to good governance principles in all operations. They also handle the recruitment, development, and compensation of executives and directors, as well as conduct annual performance evaluations.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SANIT RANGNOI	Chairman of the Board of Directors	26 Apr 2022	Business Administration, Insurance, Accounting, Law, Finance

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SARUN PANHA	Director	25 Apr 2024	Business Administration, Risk Management, Negotiation, Transportation & Logistics, Marketing

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

List of directors	Position	First appointment date of director	Skills and expertise
Mr. CHUKKRIT WATCHARASAKSILP	Director	25 Apr 2024	Marketing, Business Administration
Mr. CHATCHAI SAIBUA	Director	25 Apr 2024	Packaging, Transportation & Logistics, Electronic Components, Sustainability, Risk Management

Selection of independent directors

Criteria for selecting independent directors

The Nomination and Remuneration Committee is responsible for selecting suitable individuals with knowledge, experience, and expertise to propose their names to the Company's Board of Directors and/or the shareholders' meeting for consideration and appointment (as applicable). In the case of Company directors or independent directors, they must possess the qualifications for holding those positions as stipulated by the Public Limited Company Act and/or the Securities and Exchange Act, or other relevant laws, or as prescribed by the Capital Market Supervisory Board.

The Company has a policy to maintain at least one-third of the total number of directors as independent directors, but not less than three individuals, or as required by relevant laws. Among these, three will serve as members of the Audit Committee. The qualifications of the Company's independent directors can be summarized as follows:

- (1) Holding no more than 0.5% of the total voting shares of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons. This includes the shares held by related parties of the independent director.
- (2) Not being or having been a managing director, employee, staff member, regular salaried advisor, or controlling person of the Company, its parent company, subsidiaries, associated companies, same-level subsidiaries, major shareholders, or controlling persons, unless they have been free from such characteristics for at least two years prior to their appointment.
- (3) Not being a person with blood relations or legal registration as a parent, spouse, sibling, or child, including the spouse of the child, of another director, executive, major shareholder, controlling person, or person proposed to be a director, executive, or controlling person of the Company or its subsidiaries.
- (4) Not having or having had a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons in a manner that may hinder their independent judgment, including not being or having been a significant shareholder or controlling person of those with business relationships with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons, unless they have been free from such characteristics for at least two years prior to their appointment.
The business relationship mentioned above includes normal business transactions, real estate rentals, asset or service transactions, or financial assistance through loans, guarantees, or asset collateral, including similar circumstances that result in the Company or its counterparties having debt obligations of 3% or more of the Company's net tangible assets or 20 million baht or more, whichever is lower. The calculation of these debt obligations follows the related party transaction calculation methods outlined in the Capital Market Supervisory Board's related party transaction regulations. However, the consideration of such debt obligations must include those incurred within one year prior to the business relationship with the same person.
- (5) Not being or having been an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons, and not being a significant shareholder, controlling person, or partner of an audit firm with auditors of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons, unless they have been free from such characteristics for at least two years prior to their appointment.
- (6) Not being or having been a professional service provider, including legal or financial advisors, receiving fees exceeding 2 million baht per year from the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons, and not being a significant shareholder, controlling person, or partner of such professional service providers, unless they have been free from such characteristics for at least two years prior to their appointment.
- (7) Not being a director appointed as a representative of the Company's directors, major shareholders, or shareholders related to major shareholders.
- (8) Not conducting business that is of the same nature and significantly competes with the Company or its subsidiaries, or being a significant partner in a partnership, or being a managing director, employee, staff member, regular salaried advisor, or holding more than 1% of the total voting shares of another company conducting business of the same nature and significantly competing with the Company or its subsidiaries.
- (9) Not having any other characteristics that prevent them from providing independent opinions on the Company's operations.

Regarding the appointment of directors, the Company's regulations stipulate that the shareholders' meeting shall appoint directors by a majority vote of the shareholders present and voting, according to the following rules and procedures:

1. Each shareholder has votes equal to the number of shares they hold.
2. Each shareholder may use their votes to elect one or more persons as directors. In the case of electing multiple directors, votes cannot be divided among them unevenly (Non-Cumulative Voting).
3. The persons receiving the highest number of votes in descending order shall be elected as directors up to the number of directors to be elected at that meeting. In the event that persons receiving the next highest votes have an equal number exceeding the number of directors to be elected, the chairperson shall cast the deciding vote.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes
through the nomination committee

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

Number of directors from major shareholders

Number of directors from each group of major shareholders : 0
over the past year (persons)

Rights of minority shareholders on director appointment

The Company has a policy to ensure that shareholders are treated equally and fairly, as follows:

1. The Board of Directors will arrange for minority shareholders to propose agenda items in advance of the shareholder meeting.
2. The Board of Directors will establish clear criteria in advance to determine whether to include the agenda items proposed by minority shareholders.
3. The meeting chairman will not add agenda items that have not been notified in advance unnecessarily, especially important agenda items that shareholders need time to study before making decisions.
4. The Company will define methods for minority shareholders to nominate individuals for director positions, allowing them to submit nominations through the Nomination Committee in advance of the shareholder meeting, along with supporting information on qualifications and the consent of the nominees.
5. Shareholders can exercise their voting rights by appointing proxies to attend and vote on their behalf. The Board will also nominate at least one independent director as a proxy option for shareholders.
6. The Company will allow shareholders to exercise their rights to appoint directors on an individual basis.
7. The Company will use ballot papers for voting on important agenda items, such as related transactions and asset acquisitions or disposals, to ensure transparency and verifiability.
8. The Company has informed directors and executives of their duty to report their securities holdings in the Company, including those of their spouses and minor children, as well as any changes in securities holdings, to the Securities and Exchange Commission within three business days, as required by Section 59 of the Securities and Exchange Act B.E. 2535.
9. The Company has established written guidelines for the preservation and prevention of insider trading, which are communicated to all employees for compliance. Individuals with access to inside information are prohibited from trading the Company's securities within one month before the release of quarterly and annual financial statements, and for 48 hours after the disclosure of material information.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. SANIT RANGNOI (Chairman of the Board of Directors)	Non-participating	-
2. Mr. AMORN TATHONG (Director)	Non-participating	-
3. Mr. NATH NATNITHIKARAT (Director)	Non-participating	-
4. Mr. BUNCHA WONGLEAKPAI (Director)	Non-participating	-
5. Mr. PRAKARN TAWISUWAN (Director)	Non-participating	-
6. Ms. VORADA THANGSURBKUL (Director)	Non-participating	-
7. Mr. NIYOM TERMSRISUK (Director)	Participating	Thai Institute of Directors (IOD) • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG)
8. Mr. CHUKKRIT WATCHARASAKSILP (Director)	Non-participating	-
9. Mr. CHATCHAI SAIBUA (Director)	Participating	Other • 2024: SET Corporate Sustainability Strategy
10. Mr. SARUN PANHA (Director)	Participating	Other • 2024: SET Corporate Sustainability Strategy
11. Mr. EKKACHAI RAWEESANGSOON (Director)	Non-participating	-
12. Mr. PORAMET EK-UN (Director)	Non-participating	-
13. Mr. PREECHA THONGTHANOMKUL (Director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The performance evaluation of the Board of Directors uses an assessment form developed in accordance with the guidelines of the Stock Exchange of Thailand, adapted to suit the characteristics and structure of the Board. The evaluation results are a crucial part of developing the Board's performance and operations to be more efficient and effective.

The self-assessment of the Board as a whole comprises 6 areas:

- Board structure and qualifications
- Board roles, duties, and responsibilities
- Board meetings

- Director performance
- Relationship with management
- Director self-development and executive development

The self-assessment of individual directors, subcommittees as a whole, and individual subcommittee members comprises 3 areas:

- Director structure and qualifications
- Board meetings
- Director roles, duties, and responsibilities

Scoring is done by having each director indicate their opinion by marking (/) in a score box ranging from 0 to 4 in the assessment form, or by using a rating scale from "strongly disagree" or "no action" to "strongly agree" or "excellent action." The total scores are then evaluated as a percentage of the full score, with the following criteria:

- 85% and above = Very good
- 75-85% = Good
- 65-75% = Fairly good
- 50-65% = Satisfactory
- Below 50% = Needs improvement

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

The Board of Directors has ensured the establishment of business objectives, core goals, vision, mission, strategic plans, and budgets for management to implement. They also oversee the structure and operations of the Board to ensure they are appropriate for achieving business objectives and core goals, and adhere to good governance principles in all operations. The Board has also conducted annual nominations, development, remuneration, and performance evaluations for executives and directors.

Furthermore, regarding the oversight of the adequacy of the internal control system, the Audit Committee reviews the internal control system quarterly to ensure that the Company has an adequate, appropriate, and effective internal control system. This is evaluated based on the audit results from the Company's internal auditor, which is an external entity. Additionally, the Audit Committee has instructed internal audit staff to monitor all corrective action plans to ensure that management implements improvements based on the internal auditor's recommendations within the specified timeframe.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 5
(times)
Date of AGM meeting : 25 Apr 2024
EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. SANIT RANGNOI (Chairman of the Board of Directors, Independent director)	5	/	5	0	/	1	N/A	/	N/A
2. Mr. AMORN TATHONG (Director)	5	/	5	0	/	1	N/A	/	N/A
3. Mr. NATH NATNITHIKARAT (Director)	5	/	5	0	/	1	N/A	/	N/A
4. Mr. BUNCHA WONGLEAKPAI (Director)	4	/	5	0	/	1	N/A	/	N/A
5. Mr. PRAKARN TAWISUWAN (Director, Independent director)	5	/	5	0	/	1	N/A	/	N/A
6. Ms. VORADA THANGSURBKUL (Director, Independent director)	4	/	5	0	/	1	N/A	/	N/A
7. Mr. NIYOM TERMSRISUK (Director, Independent director)	4	/	5	0	/	1	N/A	/	N/A
8. Mr. CHUKKRIT WATCHARASAKSILP (Director)	3	/	3	0	/	1	N/A	/	N/A
9. Mr. CHATCHAI SAIBUA (Director)	3	/	3	0	/	1	N/A	/	N/A
10. Mr. SARUN PANHA (Director)	3	/	3	0	/	1	N/A	/	N/A
11. Mr. EKKACHAI RAWEESANGSOON (Director)	3	/	3	0	/	1	N/A	/	N/A
12. Mr. PORAMET EK-UN (Director)	2	/	2	0	/	1	N/A	/	N/A
13. Mr. PREECHA THONGTHANOMKUL (Director)	2	/	3	0	/	1	N/A	/	N/A

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

Due to important engagements, I was unable to attend the board meeting.

Remuneration of the board of directors

Types of remuneration of the board of directors

The Extraordinary General Meeting of Shareholders No. 5/2022, held on September 9, 2022, established the compensation policy for the Company's Board of Directors and Audit Committee in the form of monthly cash remuneration, per-meeting attendance fees, and annual bonuses for non-executive directors when performance and risk are within appropriate criteria according to the Company's targets. The annual bonuses, monthly remuneration, and attendance fees are subject to a budget framework of 10 million baht. There is no policy to provide compensation in non-cash forms. The director compensation rates are as follows:

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. SANIT RANGNOI (Chairman of the Board of Directors)			1,975,000.00		N/A
Board of Directors	1,800,000.00	175,000.00	1,975,000.00	No	
2. Mr. AMORN TATHONG (Director)			720,000.00		N/A
Board of Directors	480,000.00	240,000.00	720,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
3. Mr. NATH NATNITHIKARAT (Director)			480,000.00		N/A
Board of Directors	480,000.00	N/A	480,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
Nomination and Remuneration Committee	N/A	N/A	N/A	No	
Corporate Governance and Sustainable Development Committee	N/A	N/A	N/A	No	
4. Mr. BUNCHA WONGLEAKPAI (Director)			700,000.00		N/A
Board of Directors	480,000.00	220,000.00	700,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee	N/A	N/A	N/A	No	
5. Mr. PRAKARN TAWISUWAN (Director)			2,260,000.00		N/A
Board of Directors	480,000.00	100,000.00	580,000.00	No	
Audit Committee	1,440,000.00	150,000.00	1,590,000.00	No	
Risk Management Committee	N/A	30,000.00	30,000.00	No	
Corporate Governance and Sustainable Development Committee	N/A	N/A	N/A	No	
Nomination and Remuneration Committee	N/A	60,000.00	60,000.00	No	
6. Ms. VORADA THANGSURBKUL (Director)			1,990,000.00		N/A
Board of Directors	480,000.00	100,000.00	580,000.00	No	
Audit Committee	1,200,000.00	100,000.00	1,300,000.00	No	
Nomination and Remuneration Committee	N/A	90,000.00	90,000.00	No	
Risk Management Committee	N/A	20,000.00	20,000.00	No	
Corporate Governance and Sustainable Development Committee	N/A	N/A	N/A	No	
7. Mr. NIYOM TERMSRISUK (Director)			1,960,000.00		N/A
Board of Directors	480,000.00	100,000.00	580,000.00	No	
Audit Committee	1,200,000.00	100,000.00	1,300,000.00	No	
Corporate Governance and Sustainable Development Committee	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee	N/A	20,000.00	20,000.00	No	
Nomination and Remuneration Committee	N/A	60,000.00	60,000.00	No	
8. Mr. CHUKKRIT WATCHARASAKSILP (Director)			500,000.00		N/A
Board of Directors	480,000.00	N/A	480,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	20,000.00	20,000.00	No	
9. Mr. CHATCHAI SAIBUA (Director)			480,000.00		N/A
Board of Directors	480,000.00	N/A	480,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
Corporate Governance and Sustainable Development Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
10. Mr. SARUN PANHA (Director)			480,000.00		N/A
Board of Directors	480,000.00	N/A	480,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
11. Ms. PIYATHIDA PAPAKEE (Member of the executive committee)			500,000.00		N/A
Executive Committee	480,000.00	N/A	480,000.00	No	
Risk Management Committee	N/A	20,000.00	20,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
12. Mrs. ANOCHA LOETJAROENWAT (Member of the executive committee)			480,000.00		N/A
Executive Committee	480,000.00	N/A	480,000.00	No	
Risk Management Committee	N/A	N/A	N/A	No	
13. Mr. PANUWAT RUYING (Member of the executive committee)			480,000.00		N/A
Executive Committee	480,000.00	N/A	480,000.00	No	
Risk Management Committee	N/A	N/A	N/A	No	
14. Mr. SARAN THITAVASANTA (Member of the executive committee)			480,000.00		N/A
Executive Committee	480,000.00	N/A	480,000.00	No	
15. Ms. CHANANYA JAISIN (Member of the executive committee)			N/A		N/A
Executive Committee	N/A	N/A	N/A	No	
Risk Management Committee	N/A	N/A	N/A	No	
16. Mr. EKKACHAI RAWEESANGSOON (Director)			240,000.00		N/A
Board of Directors	240,000.00	N/A	240,000.00	No	
Executive Committee	N/A	N/A	N/A	No	
17. Mr. PORAMET EK-UN (Director)			40,000.00		N/A
Board of Directors	40,000.00	N/A	40,000.00	No	
Executive Committee	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
18. Mr. PREECHA THONGTHANOMKUL (Director)			240,000.00		N/A
Board of Directors	240,000.00	N/A	240,000.00	No	
Executive Committee	N/A	N/A	N/A	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	6,640,000.00	935,000.00	7,575,000.00
2. Audit Committee	3,840,000.00	350,000.00	4,190,000.00
3. Executive Committee	1,920,000.00	0.00	1,920,000.00
4. Risk Management Committee	0.00	110,000.00	110,000.00
5. Nomination and Remuneration Committee	0.00	210,000.00	210,000.00
6. Corporate Governance and Sustainable Development Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	12,400,000.00
Other monetary remuneration (Baht)	1,605,000.00
Total (Baht)	14,005,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year : 3,199,110.50 (Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

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

The Company establishes policies for the governance of subsidiaries and associated companies, aiming to define measures and mechanisms, both direct and indirect, to enable the Company to effectively supervise and manage the operations of its subsidiaries and associated companies. The Board of Directors is responsible for overseeing the management and operations of subsidiaries and associated companies to align with the Company's goals, business growth direction, and strategic plans, as well as the Public Limited Company Act, the Civil and Commercial Code, securities laws, and related laws, including announcements, regulations, and guidelines of the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand. The key points are summarized as follows:

1. The Company will appoint representatives from the Company to serve as directors in proportion to its shareholding and participate in shareholder meetings. These representatives are responsible for voting in meetings according to the guidelines or directions determined by the Company's Board of Directors to supervise the operations of subsidiaries and associated companies in an appropriate direction that maximizes benefits for the Company as a whole.
2. The representatives appointed by the Company will ensure that subsidiaries comply with relevant announcements, regulations, and/or rules regarding related party transactions, acquisitions or disposals of assets, and other significant transactions of the Company, ensuring completeness and accuracy.
3. The representatives appointed by the Company will ensure the proper collection of data and accounting records of subsidiaries, enabling the Company to audit and consolidate financial statements in a timely manner.
4. The directors appointed by the Company must exercise their judgment in voting at the Board meetings of subsidiaries and/or associated companies on matters related to general management and normal business operations of the subsidiaries and/or associated companies, as they deem appropriate for the best interests of the Company and its subsidiaries and/or associated companies (as applicable), unless such matters require approval from the Company's Board of Directors and/or shareholders' meeting before proceeding.
5. The director representatives of subsidiaries appointed by the Company must fully and accurately disclose information about the financial position and operating results, related party transactions, and significant acquisitions or disposals of assets to the Company within a reasonable timeframe set by the Company. They must disclose and submit information about their direct or indirect interests and those of their related parties regarding any transactions with other businesses that could potentially create conflicts of interest with the Company and its subsidiaries to the Company's Board of Directors within the Company's specified timeframe. This information is used to support decision-making or approvals, which are primarily based on the overall interests of the Company and its subsidiaries. The directors of subsidiaries appointed by the Company must not participate in approving matters in which they have interests or conflicts of interest.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Company places great importance on good corporate governance and recognizes the significance of conducting business

with integrity, transparency, and accountability, considering the interests of the Company and its shareholders. It is essential to avoid actions that may create conflicts of interest. The Company requires those involved or with interests in any transactions under consideration to disclose their relationships or interests in such transactions and to refrain from participating in the consideration or approval of those transactions. The following guidelines have been established:

- 1) Directors, executives, and employees must refrain from engaging in businesses that are the same as or compete with the Company's or its subsidiaries' businesses, whether for personal gain or the benefit of others, which may harm the Company directly or indirectly, or from becoming partners or shareholders with decision-making authority, or directors or executives in businesses that compete with or are similar to the Company or its subsidiaries, unless they have disclosed this to the shareholders' meeting or the Board of Directors before their appointment.
- 2) Directors, executives, and employees must refrain from holding significant shares in competing businesses of the Company if such actions prevent them from performing or omitting actions required by their duties or affect their job responsibilities. If directors, executives, or employees acquired such shares before their appointment or before the Company entered that business, or if they acquired them through inheritance, they must disclose this information to the Company and obtain approval from the shareholders' meeting or the Company's Board of Directors before their appointment.
- 3) Directors and executives of the Company are required to prepare and submit reports on their securities holdings and those of their spouses, cohabiting partners, and minor children, as well as legal entities in which they, their spouses, cohabiting partners, and minor children hold more than 30% of the voting rights, in the prescribed securities holding report form. The Company Secretary summarizes the securities holding reports and changes in holdings for the Board of Directors' acknowledgment every three months.
- 4) Directors, executives, and employees of the Company must strictly comply with the Company's regulations and business ethics, which are essential for maintaining the Company's credibility and trustworthiness among all stakeholders. Information must be disseminated to ensure understanding and compliance.

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

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

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

The Company places great importance on good corporate governance, and to ensure transparency and prevent personal gain from the use of inside information, the Company has established a policy on the use of inside information. This policy prohibits the use of the Company's inside information or any business information that is material to the Company's management operations, which is confidential and not yet publicly disclosed, as its disclosure would affect the Company, its subsidiaries, and its personnel. The key points are summarized as follows:

- 1) Directors, executives, and employees of the Company and/or its subsidiaries must not disclose or use the Company's or its subsidiaries' inside information they have obtained from their duties to seek personal gain or benefit for others, especially competitors, whether directly or indirectly, and whether or not they receive compensation. This includes using such information to conduct business that competes with the Company or its subsidiaries, even after they have ceased to be directors, executives, employees, or staff of the Company or its subsidiaries.
- 2) Directors, executives, employees, and staff of the Company must not trade, transfer, or receive transfers of the Company's securities using confidential or inside information, or enter into any other legal transactions using the Company's confidential or inside information that may cause direct or indirect damage to the Company. This provision also applies to the spouses and minor children of those directors, executives, employees, and staff.
- 3) The Company requires directors and executives who are aware of material inside information that could affect the price or value of securities to refrain from trading the Company's securities for 30 days before the Company releases its financial statements or information to the public and for at least 24 hours after the information has been disclosed to the public. They are also prohibited from disclosing such material information to others. For the 30 days before the announcement of operating results, the Company Secretary will issue a notice to directors, executives, and departments aware of inside information, instructing them not to disclose inside information to external parties or unauthorized

individuals.

4) The Company considers any actions that violate the inside information policy or unauthorized disclosure of information, resulting in damage to the Company and related parties, to be an offense subject to disciplinary action and/or legal liability for those who use the Company's inside information and cause damage to the Company.

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

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year : Yes

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company's Board of Directors establishes and approves policies and oversees the implementation of effective anti-corruption systems to ensure that management recognizes and prioritizes anti-corruption efforts. The internal audit department is responsible for auditing and reviewing operations to ensure they are accurate and comply with policies, guidelines, operating procedures, laws, and regulatory requirements. This ensures that the control systems are adequate to mitigate potential corruption risks and reports to the Company's Audit Committee. The Company has established anti-corruption guidelines, summarized as follows:

- 1) Company personnel must not engage in or be involved in any form of corruption, either directly or indirectly, and must exercise caution regarding the giving and receiving of gifts, assets, or other benefits. The giving and receiving of gifts and hospitality should be for business purposes or customary practices only, with items of appropriate value that do not significantly influence decision-making.
- 2) Charitable donations or sponsorships must be transparent, conducted in the Company's name only, and comply with Company regulations and laws. They must be supported by reliable evidence/documentation that can be verified and are not used as a pretext for bribery.
- 3) The Company maintains a politically neutral policy, not supporting or engaging in any actions, directly or indirectly, that favor any political party, which could affect democratic governance.
- 4) Implement effective and appropriate internal control and risk assessment systems. Regularly review and assess risks from operations that may lead to corruption. Establish transparent and accurate financial reporting mechanisms under internationally accepted accounting standards and Stock Exchange requirements.
- 5) Procurement must be conducted through Company-regulated procedures, with transparency and verifiability, and must not consider any other benefits or sponsorships from trading partners.
- 6) The Company will provide fairness and protection to employees who report corruption and those who refuse to engage in corruption related to the Company. This includes measures to protect whistleblowers and those who cooperate in reporting and investigating corruption, as outlined in the Company's protection and confidentiality measures.
- 7) Disseminate anti-corruption policies and provide communication and training to Company employees for genuine understanding.
- 8) Any Company personnel who violate or fail to comply with these policies will be subject to disciplinary action according to Company regulations. If anyone witnesses actions that constitute or indicate corruption involving the Company, its subsidiaries, associated companies, controlling companies, or business representatives, directly or indirectly, they must not ignore or overlook such behavior. They should immediately notify the Audit Committee or the Chief Executive Officer or report through the whistleblower channels provided in the Whistleblowing Policy.

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

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

The Company has established a Whistle Blowing Policy to support and prioritize all stakeholders, whether internal personnel or external parties, to report any potential corruption, business ethics violations, or related regulatory breaches. This policy aims to facilitate improvements, corrections, and ensure greater accuracy, appropriateness, transparency, and efficiency in business operations.

The Company has specified the following methods for complainants or whistleblowers to submit reports or complaints:

- 1) Clearly provide the name, address, and contact telephone number of the whistleblower or complainant, including the name of the alleged wrongdoer and reliable information about the wrongdoing, with supporting evidence (if available). Whistleblowers may choose to remain anonymous if they believe disclosure would compromise their safety or cause harm. However, revealing their identity allows the Company to provide progress updates, clarify facts, or mitigate damages more conveniently and promptly.
- 2) Internal and external stakeholders who witness wrongdoing can report or file complaints through the following channels:
 - Directly report to their immediate supervisor.
 - Submit information via www.advice.co.th/complaint.
 - Send mail to the Chairman of the Audit Committee at Advice IT Infinite Public Company Limited, 74/1 Moo 1, Tha It, Pak Kret, Nonthaburi 11120.
- 3) Upon receiving a report or complaint, the Company will assign the Customer Relations Department or another appropriate department to gather relevant facts and review the information provided by the whistleblower or complainant. If the review reveals credible evidence, the internal audit department or assigned department will present the findings to the Audit Committee and the Board of Directors for acknowledgment and further action, including the appointment of an investigation committee to address the relevant issues.
- 4) After the investigation committee has verified the facts, it will recommend actions to the Audit Committee and the Board of Directors for approval and implementation of corrective measures, including disciplinary actions and damage mitigation for affected parties.
- 5) The Company has measures in place to protect whistleblowers, complainants, and those who cooperate in fact-finding. The Company will not disclose the names, addresses, or any other identifying information of the reporters. The Company will maintain the confidentiality of relevant information and disclose it only when necessary, considering the safety and harm of the whistleblowers, complainants, or those who cooperate in fact-finding, and the source of information or related individuals.

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. PRAKARN TAWISUWAN (Chairman of the audit committee)	5	/	5
2 Ms. VORADA THANGSURBKUL (Member of the audit committee)	5	/	5
3 Mr. NIYOM TERMSRISUK (Member of the audit committee)	5	/	5

The results of duty performance of the audit committee

In 2024, the Risk Management Committee considered the following significant matters:

- Reviewed and provided comments on the risk management manual.
- Established a Risk Management Subcommittee.
- Conducted an assessment of the Company's key risks.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee⁽⁵⁾

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. NATH NATNITHIKARAT (The chairman of the executive committee)	12	/	12
2 Mr. BUNCHA WONGLEAKPAI (Member of the executive committee)	11	/	12
3 Mr. AMORN TATHONG (Member of the executive committee)	12	/	12
4 Mr. CHATCHAI SAIBUA (Member of the executive committee)	12	/	12
5 Mr. CHUKKRIT WATCHARASAKSILP (Member of the executive committee)	11	/	12
6 Ms. PIYATHIDA PAPAKEE (Member of the executive committee)	12	/	12
7 Mrs. ANOCHA LOETJAROENWAT (Member of the executive committee)	11	/	12
8 Mr. SARUN PANHA (Member of the executive committee)	12	/	12
9 Mr. PANUWAT RUYING (Member of the executive committee)	12	/	12

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
10 Mr. SARAN THITAVASANTA (Member of the executive committee)	11	/	11
11 Ms. CHANANYA JAISIN (Member of the executive committee)	5	/	5
12 Mr. PREECHA THONGTHANOMKUL (Member of the executive committee)	6	/	6
13 Mr. EKKACHAI RAWEESANGSOON (Member of the executive committee)	6	/	6
14 Mr. PORAMET EK-UN (Member of the executive committee)	2	/	2

The results of duty performance of Executive Committee

In 2024, the Executive Committee considered the following significant matters:

- Acknowledged the monthly operational results of each department, such as Accounting, Sales, and Logistics.
- Revised and amended the Company's organizational structure.
- Revised the operational budget.
- Reviewed the performance based on Key Performance Indicators (KPIs).

Remark: ⁽⁵⁾

1. Mr. Buncha Wongleakpai and Mrs. Anocha Lertcharoenwat were unable to attend the Executive Committee meeting on one occasion due to important commitments.
2. Mr. Saran Thitawasan became eligible to attend the Executive Committee meeting from February 19, 2024, onwards.
3. Miss Chananya Jaisin became eligible to attend the Executive Committee meeting from August 8, 2024, onwards.
4. Mr. Preecha Thongthanomkul and Mr. Ekachai Raveesaengsurya resigned from their positions as directors, effective June 25, 2024.
5. Mr. Paramet Ek-un resigned from his position as a director, effective February 6, 2024.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. PRAKARN TAWISUWAN (The chairman of the subcommittee)	1	/	1
2 Mr. NIYOM TERMSRISUK (Member of the subcommittee)	1	/	1
3 Ms. VORADA THANGSURBKUL (Member of the subcommittee)	1	/	1
4 Mr. CHUKKRIT WATCHARASAKSILP (Member of the subcommittee)	1	/	1
5 Ms. PIYATHIDA PAPAKEE (Member of the subcommittee)	1	/	1

List of Directors	Meeting attendance of Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
6 Ms. CHANANYA JAISIN (Member of the subcommittee)	0	/	0
7 Mr. PANUWAT RUYING (Member of the subcommittee)	0	/	0
8 Mrs. ANOCHA LOETJAROENWAT (Member of the subcommittee)	0	/	0
9 Mr. SARUN PANHA (Member of the subcommittee)	0	/	0
10 Mr. CHATCHAI SAIBUA (Member of the subcommittee)	0	/	0

The results of duty performance of Risk Management Committee

In 2024, the Risk Management Committee considered the following significant matters:

- Reviewed and provided comments on the risk management manual.
- Established a Risk Management Subcommittee.
- Conducted an assessment of the Company's key risks.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 3
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Ms. VORADA THANGSURBKUL (The chairman of the subcommittee)	3	/	3
2 Mr. NIYOM TERMSRISUK (Member of the subcommittee)	3	/	3
3 Mr. PRAKARN TAWISUWAN (Member of the subcommittee)	3	/	3
4 Mr. NATH NATNITHIKARAT (Member of the subcommittee)	3	/	3

The results of duty performance of Nomination and Remuneration Committee

In 2024, the Nomination and Remuneration Committee considered the following significant matters:

- Appointed directors to replace those who retired by rotation.
- Reviewed the policies related to corporate governance, the Board of Directors' charter, and the charters of subcommittees.
- Determined the criteria and remuneration for directors in 2024.
- Reviewed the Succession Plan.
- Appointed additional executive directors.

Meeting attendance of Corporate Governance and Sustainable Development Committee

Meeting Corporate Governance and Sustainable Development Committee (times) : 1

List of Directors	Meeting attendance of Corporate Governance and Sustainable Development Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. NIYOM TERMSRISUK (The chairman of the subcommittee)	1	/	1
2 Mr. PRAKARN TAWISUWAN (Member of the subcommittee)	1	/	1
3 Ms. VORADA THANGSURBKUL (Member of the subcommittee)	1	/	1
4 Mr. NATH NATNITHIKARAT (Member of the subcommittee)	1	/	1
5 Mr. CHATCHAI SAIBUA (Member of the subcommittee)	1	/	1

The results of duty performance of Corporate Governance and Sustainable Development Committee

In 2024, the Nomination and Remuneration Committee considered the following significant matters:

- Acknowledged the environmental and social projects that the Company is currently undertaking.
- Appointed a working group and defined the scope of authority and responsibilities for the Corporate Governance and Sustainable Development working group.
- Reviewed the Company's current Corporate Governance and Sustainable Development framework.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The company has a sustainable organizational development strategy to create shared value throughout the business value chain, alongside a business competitiveness development strategy in 5 areas: good corporate governance, recruitment, development, and promotion of personnel management, economic development, social development, and environmental development, as follows:

1. Good Corporate Governance

The Company recognizes the importance of good corporate governance as a crucial factor in enhancing transparency, improving management efficiency, and ensuring operations are internationally recognized. This builds confidence among shareholders, investors, and all stakeholders for sustainable organizational development, under the following guidelines:

- (1) Conduct business ethically, respect rights, and be responsible to all shareholders and stakeholders (ethical and responsible business).
- (2) Ensure the company's business is competitive and achieves good performance, considering long-term impacts (competitiveness and performance with long-term perspective).
- (3) Conduct business with consideration for social conditions and environmental impacts (good corporate citizenship).
- (4) Ensure the company's business is adaptable to sustainable changes (corporate resilience).
- (5) Employees and executives at all levels perform their duties with responsibility, care (duty of care), and integrity towards the organization (duty of loyalty), and ensure compliance with laws, regulations, board resolutions, and shareholder meeting resolutions.

2. Recruitment, Development, and Promotion of Personnel Management

The Company is committed to human resource management by continuously developing personnel with appropriate knowledge, skills, experience, and motivation. It also manages human resources in line with the organization's direction and strategy to ensure that all company personnel are treated equitably and fairly, without discrimination, to retain talented individuals, under the following guidelines:

- (1) Recruit and select company personnel and determine compensation based on knowledge, skills relevant to the job, and candidate history.
- (2) Ensure employee benefits, compensation, welfare, and rights comply with labor laws and work regulations.
- (3) Provide regular training to enhance employee knowledge, skills, and abilities, enabling career growth. The company provides training courses covering job functions and engages professional trainers.
- (4) Evaluate employee performance to select outstanding employees for monthly and annual awards.
- (5) Treat all employees with respect and equality, without discrimination.
- (6) Respect employee privacy and do not disclose personal information without legal consent.

3. Economic Development

The Company creates value in products and services to meet stakeholder expectations, aiming to promote sustainable business collaboration, under the following guidelines:

- (1) Ensure the company's business provides convenience, confidence, and satisfaction, meeting customer needs for quality products and services at reasonable prices, and continuously improving product and service standards for repeat purchases.
- (2) Increase branch numbers, expand branch sizes, and enhance distribution and payment channels for customer convenience, and implement marketing promotions that meet customer needs.
- (3) Act with stakeholders within legal frameworks and support anti-corruption, recognizing that bribery and corruption harm economic, social, and national security development.
- (4) Promote business development with partners, support innovation, and adopt technology to enhance competitiveness and meet stakeholder needs responsibly.

4. Social Development

The Company operates with good governance, social responsibility, and community engagement, maintaining high standards and promoting social responsibility throughout the business value chain for sustainable development, under the following guidelines:

- (1) Promote equality in business, community, and society, respecting human dignity, without discrimination or child labor.
- (2) Allow employees, communities, and society to voice concerns about rights violations and promote human rights principles among stakeholders.
- (3) Support employee participation in beneficial social activities that comply with laws and do not interfere with work duties.
- (4) Provide channels for reporting misconduct and review the Whistle Blowing Policy for timely issue resolution and to prevent social impact.

5. Environmental Development

The Company is committed to environmentally friendly business practices, prioritizing environmental impact, under the following guidelines:

- (1) Provide environmental development training, support occupational health and safety, and maintain a safe working environment.
- (2) Strictly comply with environmental laws and regulations and continuously control environmental impacts.
- (3) Support activities that promote occupational health, safety, and environmental quality.
- (4) Promote innovation and technology for stakeholder needs responsibly, such as using environmentally friendly fuels.
- (5) Promote resource efficiency and support paperless policies to raise awareness of paper conservation.

The Company's directors, executives, and employees are responsible for supporting and implementing these policies for sustainable growth, in line with the sufficiency economy philosophy.

The Company is committed to sustainability across economic, social, and environmental dimensions through policies such as good corporate governance, business ethics, risk management, CSR, anti-corruption, insider information management, and carbon footprint reduction, demonstrating a firm commitment to sustainability and social responsibility for societal well-being and sustainable development.

Sustainability management goals

Does the company set sustainability management goals : Yes

1. Good Corporate Governance

The Company discloses its governance practices accurately and completely (annually).

2. Recruitment, Development, and Promotion of Personnel Management

- 1) Reduce employee turnover rate to an appropriate level.
- 2) Increase the number of employees with knowledge, skills, and abilities to enhance work efficiency and effectiveness.
- 3) Increase the number of outstanding employees to elevate employee quality and inspire performance.

3. Economic Development

- 1) The Company aims to increase sales compared to the previous year.
- 2) Short-term goals (within 1 year): Build knowledge and understanding of good governance and business ethics among company personnel.
- 3) Long-term goals (within 3-5 years):
 - (3.1) Achieve excellence in products and services by continuously improving standards.
 - (3.2) Develop business with partners, suppliers, and stakeholders throughout the business chain to align with sustainable organizational development, including supporting anti-corruption in all forms, recognizing that bribery and corruption harm economic, social, and national security development.
 - (3.3) Contribute to the economic development of surrounding communities for sustainable self-reliance.

4. Social Development

- 1) Short-term goal (within 1 year): Develop personal data protection processes related to the company's business in compliance with legal requirements.
- 2) Long-term goals (within 3-5 years):
 - (2.1) Treat partners, suppliers, and stakeholders throughout the business chain with good governance.
 - (2.2) Develop positive relationships with employees and communities to enhance prosperity and quality of life, and promote educational and vocational opportunities for youth in surrounding communities.

5. Environmental Development

1) Short-term goals (within 1-2 years):

(1.1) Promote and develop environmental awareness among company personnel, support activities that enhance occupational health and safety, and maintain a safe working environment.

(1.2) Reduce resource and energy consumption and control company pollution.

2) Long-term goal (within 5 years): Implement the use of environmentally friendly fuel for product transportation to reduce emissions of pollutants such as carbon monoxide and carbon dioxide, which contribute to climate change.

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production

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

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

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

The company reviews its sustainability management policies and goals annually. The sustainability management policies and goals for the year 2024 were reviewed by the company's Board of Directors at Meeting No. 8/2023 on December 28, 2023.

Information on impacts on stakeholder management in business value chain

Business value chain

1. Key Activities in Managing the Value Chain of the Business

(1.1) Smart Sourcing

- **Sourcing products** from domestic suppliers that provide quality and cost-effective products, considering sustainability, social responsibility, and good governance. The focus is on sourcing intelligently to meet customer demands while reducing risks from reliance on a single supplier and enhancing competitiveness in the industry.
- **Tracking product trends** and staying updated with new products through employees with expertise in the IT market.
- **Procurement** considers environmental impact and governance standards, selecting products with social responsibility.

(1.2) Responsible Marketing

- Marketing that focuses on equality and accessibility to quality products and services, utilizing technology and innovation to communicate effectively with customer needs.
- **Using Big Data** to analyze customer trends and predict future marketing strategies, improving efficiency in customer segmentation and brand recognition.
- **Marketing predictions** through technology and data, aiming to reach the right customer groups effectively.

(1.3) Smart Experience

Providing excellent customer experiences and stakeholder interactions through services and product deliveries, leveraging technology and innovation to meet customer expectations.

- **Improving work processes** and using technology to enhance operational efficiency, ensuring quick and quality responses to customer needs.
- **Gathering customer feedback** to continually improve services.

(1.4) Trustworthy After-Sale Services

- **After-sale services** aimed at building customer trust, offering quick and efficient support to meet customer needs.
- **Continuous service improvement** by considering social and environmental impacts, ensuring rapid and efficient customer response.
- **Evaluating customer satisfaction** and incorporating feedback to improve services.

2. Support Activities in Managing the Value Chain of the Business

(2.1) Human Resource Management

- Developing employees to stay up-to-date with modern technology and aligned with the company's business goals.
- **Recruiting quality employees** and offering growth opportunities while ensuring competitive compensation to retain skilled talent, as employees are seen as key to the company's sustainable development.
- **Continuous improvement of HR management systems** to align with evolving technology.

(2.2) Technology Development

- Focusing on **innovative software development** and technologies that enhance business operations, particularly using data processing to support various business needs.
- Adapting to **Industry 4.0** and ensuring Cyber Security and data privacy.

(2.3) Procurement

- Adhering to ethical trade practices, fairness, transparency, and mutual benefits in partnerships, while maintaining positive relationships with suppliers.
- **Ensuring compliance with governance** in procurement processes and ensuring accountability with partners.

(2.4) Infrastructure

- Developing **information systems and infrastructure** that provide stability and adaptability to meet the evolving needs of the business and technology.
- Striving to be a **technology leader** in Thailand, ensuring easy access to technology for everyone with high efficiency.

Business value chain diagram



Value Chain

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> - Competitive compensation, benefits, and welfare. - Promote and continuously develop personnel potential for career advancement. - Provide career growth opportunities and job security. - Foster a positive and enjoyable work environment. - Prioritize and ensure the safety of life and property during work operations. 	<ul style="list-style-type: none"> - Regular internal organizational communication. - Employee performance evaluation every 6 months and annually. - Joint activities between executives and employees, and continuous training and skill development for employees. - Development of a Succession Plan for career growth planning in key positions. - Establishment of policies and plans for personnel development, and guidelines for safety and occupational health in the workplace. - Implementation of an employee complaint policy (Whistle-blower Policy). - Strict adherence to the code of conduct, employee regulations, and related policies. 	<ul style="list-style-type: none"> • Social Event • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Investors or investment institutions • Analysts • Shareholders 	<ul style="list-style-type: none"> - Good corporate governance and accurate, complete, and timely information disclosure, aiming to maximize investor satisfaction. - Profitability to deliver good returns in the form of appropriate dividend payments. - Control and manage risk management with maximum efficiency. 	<ul style="list-style-type: none"> - Transparent, fair, and auditable corporate governance and information disclosure. - Appropriate dividend payments. - Development of business strategic plans. - Creation of technology and innovation to efficiently improve work system quality, including modern technology-driven management. - Prudent risk management with constant vigilance. 	<ul style="list-style-type: none"> • Visit • Press Release • Online Communication • External Meeting • Annual General Meeting (AGM)
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> - Receive quality products and services that meet needs and provide a satisfying service experience. - Resolve problems quickly and beneficially for customers. - Treat customers with equality, respect human rights, and do not exploit customers. - Strictly adhere to conditions and agreements with customers. - Maintain strict confidentiality of customer information. 	<ul style="list-style-type: none"> - Conduct business with good governance, ethics, morality, and fairness, without exploiting consumers, which has always been the company's practice. - Build customer confidence in products and services, including after-sales service, provide product warranties, and establish multiple complaint channels to meet customer needs. - Provide accurate, sufficient, and timely information to customers. - Implement quality management with ISO systems and maintain robust internal control systems. - Maintain confidentiality of customer information with integrity. 	<ul style="list-style-type: none"> • Online Communication • External Meeting • Complaint Reception • Satisfaction Survey • Others <ul style="list-style-type: none"> • Organizing activities with customers

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> - Adherence to mutual contracts and agreements. - Focus on partner management, knowledge sharing, continuous product quality development, and fostering positive relationships. - Receipt of quality products and services at fair prices, considering the best interests of the company and customers, and conducting business transparently, fairly, and with equality. - Maintaining the confidentiality of partner information. 	<ul style="list-style-type: none"> - Conduct business with ethics, morality, fairness, and without exploitation, as a standard practice. - Strictly adhere to agreed-upon terms and conditions. - Support and promote partners who demonstrate social and environmental responsibility and are aligned with Thailand's anti-corruption initiatives. - Enforce the confidentiality of partner information. - Fully comply with anti-corruption policies and other related policies. 	<ul style="list-style-type: none"> • External Meeting • Complaint Reception • Satisfaction Survey • Others <ul style="list-style-type: none"> • Registration of partners, clear contracts for the sale of goods and services, co-marketing with customers
<ul style="list-style-type: none"> • Community • Society 	<ul style="list-style-type: none"> - Support community and social activities - The company's business operations must not affect society, communities, and the environment - Create convenience in accessing IT products and technology for Thai people 	<ul style="list-style-type: none"> - Work in accordance with laws and other relevant regulations in the workplace - Respect human rights, create social equality, take responsibility and participate in the creation of society - Conduct business with caution and caution to prevent impacts on society, communities and the environment 	<ul style="list-style-type: none"> • Social Event • Online Communication • Complaint Reception

Diagram of the stakeholder analysis in the business value chain



Stakeholders

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : No

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesn't Have data

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The company firmly believes in the importance of effective risk management and control to ensure stable and sustainable business operations under the principles of good corporate governance. The company's risk management policy has been established as a guideline for all departments and subsidiaries, focusing on identifying, assessing, controlling, and monitoring risks that may impact business operations. This ensures that the company can manage risks appropriately in alignment with its strategies and objectives.

2.1.1 Risk Management Framework

The company adopts the COSO ERM 2017 framework for risk management, implementing a systematic and cyclical approach. The key processes include setting clear objectives and strategies, identifying and analyzing relevant risks, prioritizing risks, determining appropriate risk response measures, controlling risks through effective policies and processes, monitoring, reviewing, and improving risk management to align with the changing business environment, and reporting risks and impacts to the management and relevant committees.

2.1.2 Risk Management Structure

The company's risk management operates under a well-defined structure with designated roles and responsibilities at various levels:

- (1) **The Board of Directors** is responsible for overseeing and approving the risk management policy while continuously monitoring risk management performance.
- (2) **The Audit Committee** supports the Board in overseeing and independently monitoring risk management, ensuring that the company's and subsidiaries' risk management processes and internal control systems are appropriate and effective. It also communicates with the Risk Management Committee to understand significant risks and link them to internal control and internal audit systems.
- (3) **The Risk Management Committee** establishes the risk management framework, drives efficient implementation across all departments, approves risk management plans, evaluates and monitors risk management performance, and communicates significant risks with the Audit Committee. It also reports findings and conclusions to the Board of Directors.
- (4) **Senior Management** is responsible for formulating or reviewing risk management policies, strategies, and practices to align with changing circumstances and submitting them to the Board for approval. Additionally, they coordinate with the risk management team, support, promote, and implement established policies while ensuring that risk management is appropriately practiced across the company and subsidiaries.
- (5) **The Risk Management Subcommittee** provides in-depth risk management support by focusing on monitoring and implementing risk mitigation measures in specific business areas.
- (6) **Employees** at all levels play a role in identifying, analyzing, assessing, and monitoring risks related to their respective departments, prioritizing risks, reporting to the responsible risk management personnel, participating in risk management planning, and executing plans according to established guidelines.
- (7) **Internal Auditors** review the effectiveness of internal controls through annual audits, assessing key business processes based on risk factors. They also follow up on corrective actions for identified deficiencies and communicate with management and relevant units about risks to establish audit plans focusing on high-risk areas.

2.1.3 Risk Management Approach

The company implements risk management systematically through the following approaches:

- (1) **Strategy and Objective Setting:** The company sets business strategies and objectives considering the business environment and acceptable risk levels to ensure alignment with organizational goals.
- (2) **Identifies Risks:** The company identifies, analyzes, and assesses risks that may impact the organization, covering both internal and external factors to establish appropriate management measures.
- (3) **Prioritizes Risks:** The company evaluates risks based on their impact and likelihood, determining priorities and developing effective response strategies.
- (4) **Implements Risk Responses:** Relevant departments are responsible for formulating risk management plans, considering acceptable risk levels, costs, and benefits. Responses may include risk avoidance, reduction, mitigation, or transfer to maintain risk within the organization's tolerance level.
- (5) **Risk Control:** The company employs effective risk control measures, including clear policies and practices, to ensure systematic risk management.

(6) Monitoring, Review, and Revision: The company continuously monitors and evaluates risk management performance to enhance and update risk management strategies in response to business environment changes.

(7) Reports on Risk, Culture, and Performance: The company prepares periodic risk reports for management and relevant committees to facilitate informed decision-making.

Furthermore, the company leverages technology and information systems to support risk management, such as utilizing Big Data and AI to analyze risk and business trends for proactive risk mitigation.

The company fosters a corporate culture that prioritizes risk management by providing training for employees at all levels to enhance their understanding and capabilities in risk management. Additionally, it establishes a Business Continuity Plan (BCP) and a Disaster Recovery Plan (DRP) to ensure preparedness for emergencies that may impact business operations.

The company's risk management approach aims to instill a risk-aware corporate culture, promote transparency, and encourage employee participation in risk management to enhance the organization's long-term competitiveness.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

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

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risks of Dependence on Major Distributors

Related risk factors : Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

ESG risk factors : Yes

Risk characteristics

The Company operates one of the country's largest retail and wholesale businesses for IT products and smartphones. It has adopted a procurement policy to source products directly from Tier 1 distributors officially appointed by product manufacturers, aiming to reduce the role of intermediaries. However, this procurement approach results in a high level of dependence on a limited number of major distributors. Between 2020 and 2024, the Company primarily procured products from three key distributors: Synnex (Thailand) Public Company Limited ("SYNEX"), SIS Distribution (Thailand) Public Company Limited ("SIS"), and VST ECS (Thailand) Company Limited ("VST"), with a combined purchase value accounting for more than 52% of the Company's total procurement during the period.

Risk-related consequences

A high level of reliance on major suppliers may pose potential risks should the Company become unable to procure products from these partners under normal conditions. Such disruptions may arise from a loss of partnership status, a decline in sales volume, or significant changes in commercial terms. These factors could have a direct impact on product costs, the Company's ability to source goods for sale, and its overall operating performance. The risk is particularly significant in key product segments such as DIY computers, notebook computers, desktop computers, and Apple products.

Risk management measures

The Company recognizes the importance of managing the risks associated with dependence on major business partners. To this end, it has continuously implemented measures to maintain long-term relationships with key distributors, including:

- **Exploring alternative distributors**

Exploring alternative distributors offering similar product lines, with an emphasis on engaging multiple partners, as most brands typically appoint more than one authorized distributor.

- **Monitoring market trends and sourcing flexibility**

The Company closely monitors market developments and consumer behavior to assess alternative sourcing options and strengthen procurement flexibility. This includes negotiating with multiple suppliers to reduce dependence on any single source in the future.

• **Diversifying distribution channels**

With more than 75 physical store locations nationwide and strong online platforms with a large user base, the Company positions itself as a key strategic partner for distributors.

Through these measures, the Company believes it can effectively manage the risks associated with reliance on major suppliers and ensure long-term business continuity.

Risk 2 Risk of Product Obsolescence Due to Rapid Technological Advancements

Related risk factors : Strategic Risk
• Changes in technologies
Operational Risk
• Product obsolescence
ESG risk factors : Yes

Risk characteristics

The Information Technology (IT) industry is characterized by rapid and continuous innovation, particularly in hardware. Notable developments include touch screen technology, enhanced processing chips with improved performance, and new All-in-One (AIO) designs that integrate the benefits of both desktop and laptop computers. These advancements drive brand manufacturers to regularly introduce new product models with enhanced features to meet fast-evolving consumer demands. In this dynamic environment, the Company's unsold inventory is at risk of becoming obsolete if products cannot be distributed in a timely manner. This risk is especially relevant to key product categories such as notebook computers, desktop computers, and smartphones, which experience frequent model updates and shorter product life cycles.

Risk-related consequences

Rapid technological advancements may create challenges for companies in selling older inventory. If such inventory cannot be sold in a timely manner, it may need to be discounted or sold at a loss, thereby negatively impacting gross profit margins. In cases where the value of unsold inventory is substantial, this may have a direct effect on the Company's overall financial position and operating performance.

Risk management measures

To manage the risk of product obsolescence, the company has established comprehensive and continuous inventory management measures as follows:

Negotiating Trade Terms with Suppliers

The company negotiates with major suppliers to obtain special terms, such as price protection or product rotation, which help mitigate the risk of losses from obsolete inventory.

Assigning Specialized Personnel

The company assigns product managers and product supervisors with specialized expertise to oversee product ordering, control, and sales planning in line with market demand trends.

Utilizing Real-time Information Technology Management

The company utilizes a system that links data between online and offline sales channels, enabling real-time inventory status monitoring and efficient inventory management.

Integration of Inventory and Accounting Systems

The company's inventory management system is integrated with the accounting system, allowing senior management to access daily sales and profit margins. This information is used to make informed decisions regarding the management of slow-moving inventory.

Setting Minimum Inventory Levels

The company has a policy of setting a minimum stock level based on the 7-day moving average turnover rate, along with consumer trend forecasts, to avoid unnecessary stockpiling.

Regular Inventory Aging Reporting and Monitoring

The company prepares an Inventory Aging Report and presents it at the monthly management meeting to assess and plan the sales of stockpiled products. KPIs are also set, using gross profit margin and the value of products exceeding 90 days in stock as criteria for evaluating product managers.

Organizing Sales Promotions

The company has a policy of organizing sales promotions every month to clear out potentially obsolete products before they become unpopular. Promotions are held at each branch when new product models are introduced to the market.

As a result of the aforementioned measures, the company was able to control the value of inventories subject to allowance for decline to an appropriate level. As of the end of 2024, the company had total inventories of 1,653.42 million baht and an allowance for inventory write-down of only 34.05 million baht, or 2.06 percent of the total value. This reflects the effectiveness of risk management from product obsolescence.

Risk 3 Business Competition Risk

Related risk factors : Strategic Risk
• Competition risk
ESG risk factors : No

Risk characteristics

The Company operates retail and wholesale businesses for IT products, including assembled (DIY) computers, notebook computers, desktop computers, printers, and various accessories. This industry is characterized by consistently intense competition from both large-scale and smaller operators.

Key direct competitors include Comseven Public Company Limited, operating under the brand “BaNANA IT”; IT City Public Company Limited, under the brand “IT City”; and J.I.B. Computer Group Company Limited, operating under the brand “JIB.” These companies are nationwide IT retailers with strong brand recognition and extensive customer bases.

In addition to direct competitors, the Company also faces indirect competition from department stores with IT product sections, such as Power Buy (Central Group) and Power Mall (The Mall Group), as well as modern trade retailers like Lotus’ s and Big C, and numerous local IT retail stores distributed throughout the country.

Risk-related consequences

The intensity of business competition—particularly through the expansion of distribution channels, aggressive sales promotions, price reductions, or the addition of value-added services that align with consumer needs—may have a direct impact on the Company’s sales performance.

If the Company is unable to maintain its competitiveness or differentiate its products and services sufficiently, it could result in a loss of market share, reduced profitability, and hindered long-term business growth.

Moreover, the potential entry of new market players—despite barriers such as location constraints and operational costs—remains a risk factor that could alter the competitive landscape in the future.

Risk management measures

In recognition of the risks associated with market competition, the Company has implemented a range of strategic initiatives to maintain and enhance its competitiveness, including:

1. Expanding and Diversifying Distribution Channels

The Company has made continuous investments in expanding its network of branches and franchises, now covering 75 provinces across the country. In addition, it has developed highly efficient online sales platforms, positioning itself as the leading e-commerce destination for IT products in Thailand.

2. Strengthening Product Delivery Capabilities

Through a well-established logistics partner network, the Company ensures fast and reliable product deliveries, contributing to enhanced customer satisfaction and trust.

3. Providing Comprehensive After-Sales Services

The Company stands out as the only major IT retailer offering a fully integrated after-sales service system. This includes a 7-day return or exchange policy, warranty claim services coordinated with manufacturers, and repair services across all IT product categories. Additional services such as home delivery and pick-up further enhance the customer experience.

4. Brand Building and Customer Relationship Management

The Company emphasizes customer satisfaction and brand loyalty by consistently offering products and services aligned

with customer needs. It also conducts ongoing marketing campaigns to strengthen brand awareness.

As a result of these initiatives, the Company has achieved steady growth in product sales revenue over the past three years, reflecting its sustained competitiveness in the marketplace. Although the competitive landscape is expected to intensify, the Company believes that its competitive risk remains within a manageable range.

Risk 4 Risks from Changes in Consumer Behavior and Market Trends

Related risk factors	:	<u>Strategic Risk</u>
		• Behavior or needs of customers / consumers
ESG risk factors	:	Yes

Risk characteristics

The technology and IT product industry is among the fastest-evolving sectors, not only in terms of technological advancement but also in rapidly shifting consumer behaviors. These changes are often driven by global trends, digital innovation, and economic or social factors.

A clear example is the COVID-19 pandemic, which prompted widespread adoption of work-from-home practices, resulting in a surge in demand for notebook and desktop computers. In 2021, the rising popularity of digital asset investments—particularly in cryptocurrencies such as Bitcoin (BTC) and Ethereum (ETH)—led to a shortage of high-performance graphics cards due to strong demand from crypto miners.

However, as the value of digital currencies declined, demand for these products also dropped significantly. At present, the growing popularity of online gaming and esports, coupled with the advancement of internet infrastructure and the adoption of Internet of Things (IoT) technologies, continues to shape consumer purchasing behavior. This has led to increased interest in products such as gaming notebooks, gaming accessories, and smart home devices.

Risk-related consequences

Market demand volatility can have a direct impact on the Company's sales performance, particularly if it fails to promptly anticipate or align its procurement planning with shifts in consumer behavior. Such misalignment may result in challenges including obsolete inventory, lost sales opportunities, or sunk costs from unsellable products.

In addition, changing trends can influence marketing strategies and product management at both central and regional levels, as consumer preferences often vary by geographic area. A failure to respond swiftly and accurately to these changes could negatively affect the Company's overall competitiveness and financial performance.

Risk management measures

To manage risks associated with changes in consumer behavior and market trends, the Company has established clear management guidelines, including the following measures:

- Assigning Product Managers to Monitor Market Dynamics

The Company assigns Product Managers to closely monitor market trends and shifts in consumer behavior. This includes in-depth analysis of data from various sources such as market research reports, industry publications, and monitoring of online platforms.

- Engaging with Regional Networks for Local Insights

Senior management regularly visits and holds discussions with franchise partners and dealers across the country to gain firsthand insights into consumer behavior specific to each region.

- Reviewing Procurement and Inventory Plans

The Company continuously reviews its purchasing and inventory management strategies, aiming to balance responsiveness to rapidly changing trends with effective cost control. This approach is designed to sustain competitiveness while minimizing potential negative impacts from evolving consumer preferences.

Risk 5 Risk of Stock Shortages

Related risk factors	:	<u>Operational Risk</u>
		• Shortage or fluctuation in pricing of raw materials or productive resources
ESG risk factors	:	No

Risk characteristics

The Company's operations are directly tied to the information technology sector, which is heavily reliant on a complex and fragile global supply chain. In recent years, this industry has been significantly affected by external factors such as the COVID-19 pandemic, international conflicts, rising inflation, and global economic volatility. These disruptions have impacted the procurement of raw materials, the production of electronic components, and international logistics. In 2023–2024, several key risk factors continue to pose challenges to supply chain continuity. The Russia–Ukraine

conflict has affected the availability of critical raw materials such as neon gas and palladium, which are essential in semiconductor manufacturing. Additionally, rising geopolitical tensions in Asia—particularly between China and Taiwan, home to the world’s leading chip producer, Taiwan Semiconductor Manufacturing Company (TSMC)—further elevate the risk. Geopolitical uncertainty, along with increased logistical costs and security concerns on key international shipping routes, including the Red Sea and the Taiwan Strait, remains a significant threat to global supply chain stability and may result in future stock shortages.

Risk-related consequences

In the event of a severe product shortage or delivery delay, the Company may be unable to supply sufficient products to meet market demand, which could negatively affect sales, revenue, and overall competitiveness. This risk is particularly significant if the Company is unable to promptly import high-demand product categories or popular brands. Moreover, inventory management costs may rise, and the Company could miss sales opportunities during key marketing periods if it is unable to respond quickly and effectively to fluctuations in product availability.

Risk management measures

To manage the risk of product shortages, the Company has implemented the following key measures:

- Diversifying Procurement Sources

The Company mitigates procurement risk by sourcing similar products from multiple manufacturers and distributors. This approach reduces reliance on any single brand or supplier, ensuring that delays or disruptions from one source do not critically affect overall product availability.

- Monitoring Supply Chain Developments

The Company closely tracks supply chain conditions both domestically and internationally. Procurement and inventory management strategies are adjusted in response to market volatility and potential disruptions.

- Leveraging Information Systems and Strategic Coordination

Advanced information systems are utilized to analyze supply and demand trends. The Company also maintains close coordination with its business partners to anticipate potential disruptions and respond proactively.

Risk 6 Risks Associated with Franchise Operations Managed by Franchisees

Related risk factors : Strategic Risk
 • Damage to company image and reputation

ESG risk factors : Yes

Risk characteristics

The Company adopts a franchise business model as part of its expansion strategy to broaden branch and service point coverage nationwide, while reducing the risks associated with operating in areas where the Company may lack expertise or familiarity with local market conditions.

Under this model, franchise stores are independently operated by local franchisees, and the Company does not have direct control over their day-to-day operations. The Company’s role is to distribute and deliver products, provide business consulting services, and grant the use of the “Advice” trademark in accordance with the terms of the franchise agreement. However, the Company is exposed to risks if franchisees fail to comply with the terms of the agreement. Such risks may include selling unauthorized or non-compliant products, providing substandard customer service that may lead to complaints, or engaging in business practices that are inconsistent with the brand’s guidelines.

Risk-related consequences

Non-compliance by franchisees with the terms of the franchise agreement may negatively impact the quality of service, adherence to product sales standards, and overall customer satisfaction. Such issues can lead to customer complaints, potential legal disputes, and reputational damage to the Company.

Additionally, if a terminated franchisee continues to use the Company’s brand name without authorization, it may cause confusion among consumers and result in the brand being associated with unrelated or unauthorized business activities. This could undermine the Company’s credibility and pose a threat to its long-term business competitiveness.

Risk management measures

To mitigate risks associated with franchise operations, the Company has implemented the following measures:

The Company recognizes the critical role of franchise stores as both wholesale customers and key contributors to overall business success. As such, a dedicated department has been established to directly oversee franchise operations. This department is responsible for conducting regular monitoring and weekly inspections of franchise store operations to ensure compliance with the terms and conditions specified in the franchise agreement.

In addition, the Company offers financial health check-ups and consultation services to support franchisees in maintaining sustainable business operations. This proactive approach helps reduce financial risks that may affect the

franchisee's ability to maintain a long-term partnership with the Company.

To address issues related to the unauthorized use of the "Advice" brand name, the Company revised its franchise agreement effective August 1, 2022. Under the revised agreement, stores that terminate their contracts are required to change their legal entity names to remove any reference to the "Advice" brand within 30 days of contract termination. This updated condition has been communicated to all existing franchisees under previous agreements via official letters and emails, ensuring consistency in brand image and minimizing risks associated with unauthorized brand usage.

Risk 7 Risks Associated with Business Expansion Through New Branch Openings

Related risk factors	:	<u>Operational Risk</u>
		• Delays in the development of future projects
ESG risk factors	:	No

Risk characteristics

The Company pursues a strategy of expanding its distribution channels by continuously opening new branches to broaden market coverage and meet consumer needs across various regions nationwide. In the highly competitive IT retail sector, having physical storefronts that directly reach customers remains a key competitive factor, despite the growing prominence of online channels.

However, branch expansion carries inherent risks. These include the possibility that new branches may not achieve the expected sales targets or return on investment, challenges in securing or renewing leases in high-potential locations, and risks associated with new business models such as the "Advice iStore"—a project under which the Company is an official reseller of Apple Inc. products.

Although the Company has been formally appointed as an authorized reseller by Apple Inc., the opening of each new Advice iStore branch is subject to Apple's approval. This process may require considerable time for location assessment and approval, potentially causing delays and resulting in branch openings not proceeding according to the Company's planned timeline.

Risk-related consequences

Failure of newly opened branches to achieve targeted sales may result in operating losses, loss of capital investment, and may also negatively impact the Company's growth strategy, revenue generation, and overall financial performance.

In cases where the Company is unable to secure rental space or renew lease agreements, it may be forced to close branches located in high-potential or prime areas. This could affect sales revenue, reduce the Company's service capabilities, and diminish its competitiveness in key markets.

Regarding Advice iStore, delays in obtaining location approvals from Apple Inc. may prevent the Company from opening new branches as planned. This would directly impact the anticipated revenue from the expansion of Apple product sales and may hinder overall business growth in this segment.

Risk management measures

To manage the risks associated with new branch expansion, the Company has established the following measures:

- Comprehensive Feasibility Evaluation

The Company conducts thorough feasibility studies prior to opening new branches. This includes detailed market analysis covering population density, consumer behavior, target group income levels, competitive landscape, and financial viability. All findings are submitted to the Board of Directors for review and approval prior to any investment decisions.

- Performance Monitoring and Strategic Adjustment

New branch performance is closely monitored during the initial stages to evaluate investment efficiency. If necessary, the Company is prepared to adjust its operational strategies or consider branch relocation to improve performance and maximize efficiency.

- Proactive Lease Management

The Company engages in advance lease negotiations and maintains positive relationships with landlords to improve the likelihood of smooth lease renewals and reduce the risk of branch closures due to rental issues.

- Advice iStore Expansion Preparedness

For Advice iStore, the Company proactively prepares investments, location scouting, and staffing plans in advance. It

also coordinates closely with Apple Inc. to accelerate the location approval process and ensure timely branch launches. The same criteria used for evaluating standard branches—such as location potential and financial viability—are applied to Advice iStore to ensure strong return on investment and mitigate long-term business risks.

Risk 8 Information Technology and Cybersecurity Risks

- Related risk factors : Operational Risk
- Information security and cyber-attack
 - System disruption risk
- Compliance Risk
- Violations of laws and regulations
 - Legal risk
- ESG risk factors : Yes

Risk characteristics

Information Technology and Cybersecurity RisksThe Company operates within a digital infrastructure and heavily relies on Information Technology (IT) systems across all stages of its business operations. This includes procurement, inventory management, sales, logistics, accounting and finance, and online sales channels (e-commerce), all of which are critical to business efficiency in the digital era.

As such, IT systems are considered the backbone of the Company's operations and are essential to ensuring business continuity. However, this reliance also exposes the Company to additional risks, particularly from cyberattacks or unauthorized access to data. These risks stem from increasingly sophisticated threats, such as malware, ransomware, network intrusions, and potential theft of customer data—all of which pose ongoing and evolving challenges.

In addition, the Company is subject to risks related to non-compliance with the Personal Data Protection Act (PDPA), which requires strict implementation of customer data protection measures. Failure to comply with PDPA regulations may result in legal consequences or regulatory sanctions.

Risk-related consequences

Disruptions to the Company's information systems or cyberattacks may lead to partial or complete system downtime. Such incidents can interrupt business operations, cause delays in service delivery, reduce customer satisfaction, and damage the Company's reputation.

In the event of a personal data breach or a violation of data subject rights, the Company may face lawsuits, regulatory investigations, legal penalties, and a significant loss of trust from both consumers and business partners.

Risk management measures

To manage information technology and cybersecurity risks, the Company has implemented stringent and proactive measures, including the use of advanced security technologies such as:

- Next Generation Firewall (NGFW) and Web Application Firewall (WAF) systems
- Access control mechanisms and two-factor authentication (2FA)
- Role-based data access restrictions and systematic logging of access to critical information
- Regular server patching and preventive maintenance planning
- Implementation of Zero Trust Security frameworks and Virtual Private Network (VPN) access for external users

For emergency preparedness, the Company has established a Business Continuity Plan (BCP), including a Disaster Recovery Plan (DRP). These plans are supported by regular drills and consistent reporting on cybersecurity status through committee-level meetings to ensure operational resilience.

In compliance with the Personal Data Protection Act (PDPA), the Company has adopted a range of legal and operational safeguards, including:

- Implementation of data anonymization and masking techniques
- Use of encryption and secure data transmission channels
- Establishment of a data breach response protocol
- Ongoing employee training and regular audits conducted by internal and external auditors

Furthermore, the Company is in the process of implementing and obtaining ISO/IEC 27001 certification, the internationally recognized standard for information security management systems, to ensure that its practices align with global standards and best practices.

Risk 9 Risks of Relying on External Service Providers for After-Sales Service

- Related risk factors : Strategic Risk
- Damage to company image and reputation

ESG risk factors : Yes

Risk characteristics

The Company operates a distribution business for IT products and smartphones, with product warranties provided by manufacturers within designated periods. After-sales service—particularly product claim services—is a key factor in fostering customer satisfaction and loyalty. It directly influences the Company’s reputation and plays an important role in driving repeat purchases.

Given the complexity of the product claim process, which requires technical expertise, attention to detail, and multiple operational steps, the Company has chosen to outsource these services to an external provider, A-Serv Co., Ltd. (A-SERV). A-SERV serves as the sole provider of comprehensive claim management services under an annual contract.

To ensure quality and consistency, the Company develops and controls the claim processing technology platforms. A-SERV is required to operate within these systems and use the Company’s designated service premises. This approach helps maintain standardized service levels and minimizes risks associated with product transportation.

Risk-related consequences

Although A-SERV’s current operations are efficient—helping to reduce service turnaround times and significantly lowering customer complaints—the Company remains exposed to potential risks should A-SERV become unable or unwilling to continue its services in the future. Such a scenario could disrupt the continuity of product claim services, negatively affect the brand image, reduce customer satisfaction, and ultimately impact the Company’s overall operating performance.

In the event that the Company is unable to secure a new service provider in a timely manner or maintain existing service standards, it may face increased operational costs and challenges in controlling service quality. These factors could adversely affect the Company’s revenue, customer retention, and market competitiveness.

Risk management measures

To mitigate the risks associated with reliance on external providers for strategically important functions, the Company has implemented the following measures:

- Rigorous Vendor Selection Process

The Company applies a strict service provider selection process, utilizing a comparative bidding method involving no fewer than three providers. This approach ensures competitive quality and pricing while enabling a swift transition to alternative providers in emergency situations.

- Ownership and Integration of IT Systems

The Company retains ownership of the IT system used for claims management and has developed it to integrate seamlessly with other internal systems. This structure allows for continuity and efficiency in the event of a service provider change, minimizing disruptions to operations and service delivery.

- Performance Monitoring and Quality Control

Key Performance Indicators (KPIs) have been established to monitor service provider performance, including metrics such as average claim processing time, claim recurrence rate, and the number of customer complaints. Penalty clauses are included in service agreements for failure to meet performance targets, ensuring that service quality remains aligned with the Company’s standards.

Risk 10 Climate Change and Natural Disaster Risks

Related risk factors : Strategic Risk

- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Over the past decade, the effects of climate change and the increasing frequency of natural disasters—such as floods, storms, wildfires, and heatwaves—have had significant impacts on infrastructure and business operations across multiple industries, including the information technology retail sector, which relies on extensive physical branch and distribution networks nationwide.

The Company operates branches across various regions in Thailand, some of which may be particularly vulnerable to natural disasters, especially during the monsoon season when flash floods or severe storms may occur. Additionally, fluctuations in temperature and environmental conditions can affect the functionality and longevity of electronic equipment stored or sold, as well as the Company’s ability to provide consistent services through its retail stores and service centers.

Risk-related consequences

The sudden occurrence of natural disasters—such as flooding in areas where the Company’s warehouses, distribution centers, or storefronts are located—may hinder its ability to carry out product deliveries or sales operations as usual.

Such events may also result in damage to inventory, leading to direct impacts on revenue, service capabilities, and increased operating costs.

In addition, if the Company's technology infrastructure is affected—through power outages, internet disruptions, or server damage—it may be unable to provide services via online channels or effectively manage branch and warehouse operations. These disruptions could significantly impact business continuity and customer experience.

Risk management measures

To address the potential impact of natural disasters and climate change, the Company has implemented proactive risk prevention and mitigation measures, including:

- Selecting warehouse and branch locations in low-risk areas and designing facilities with structural resilience to withstand floods and other natural disasters.
- Providing insurance coverage for physical assets and inventory to protect against damages caused by floods, fires, storms, and other natural events.
- Installing power backup systems and implementing off-site data backup solutions to ensure business continuity during emergencies.
- Developing a comprehensive Business Continuity Plan (BCP) and system recovery protocols in the event of severe disruptions.
- Training employees to respond effectively to emergencies, including conducting regular emergency drills.

In the long term, the Company is committed to adopting more environmentally friendly business practices (Green Operations), such as utilizing clean energy in warehouses and branches and reducing the use of plastic in packaging. These initiatives aim to mitigate the impacts of climate change and support long-term sustainability goals.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Advice IT Infinite Public Company Limited has developed an Information Technology Business Continuity Plan (BCP) to ensure its ability to respond to and recover from emergencies or crises that may disrupt its operations. These incidents may include natural disasters, fire, power outages, riots, political unrest, cyberattacks, or pandemics. The primary goal is to resume critical operations within an acceptable timeframe and minimize potential damage to the organization.

The plan encompasses comprehensive risk assessments, resource preparedness, and a cloud-based IT infrastructure supported by a Service Level Agreement (SLA) of no less than 99%. Data is backed up via a Disaster Recovery (DR) Site that is ready to immediately take over operations from the main Data Center (DC) in case of disruption.

The company's recovery capabilities are defined as follows:

RTO (Recovery Time Objective): within 8 hours

RPO (Recovery Point Objective): within 12 hours

MTPOD (Maximum Tolerable Period of Disruption): no more than 24 hours

Robust connectivity is established at both headquarters and all branches through multiple internet service providers using Active/Standby configurations. In emergencies, employees are permitted to work remotely, and key suppliers are expected to maintain system access through mobile or portable internet devices.

In the event of a crisis, the Emergency Management Team (EMT) is responsible for assessing the situation and executing the BCP as planned. A "Call Tree" process is implemented for efficient emergency communication and status reporting to relevant personnel and executives.

The company mandates annual testing of the BCP or more frequently if significant changes occur. Each test is evaluated for preparedness, system functionality, and real-time effectiveness to identify areas for improvement and ensure continued readiness.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and : Yes
guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

Advice IT Infinite Public Company Limited and its subsidiaries are committed to conducting business responsibly across all levels of the value chain—from upstream to downstream—by prioritizing stakeholder relationships and aiming to create value through products and services that meet the expectations of all stakeholder groups. The company promotes collaboration for sustainable growth by balancing economic, social, and environmental dimensions.

The company's value chain management approach encompasses the careful selection and sourcing of products and materials, taking into account cost-effectiveness, quality, product innovation, and supplier ethics. Operational processes are enhanced through the integration of modern technology and innovation to improve efficiency. Product distribution is carried out in a timely, accurate, and environmentally friendly manner. In the area of marketing and sales, customer data is analyzed to design targeted and effective marketing campaigns, while post-sales services focus on responsiveness and customer satisfaction.

To support these primary activities, the company has established robust support systems, including a human resource management framework that emphasizes employee development, career advancement, and retention of talented personnel. Investment in advanced information technology and infrastructure ensures stable and secure operations. The procurement process is conducted under strong governance principles, ensuring fairness, transparency, and mutual benefit.

The company recognizes the importance of its diverse stakeholder groups—shareholders, customers, partners, employees, and communities—and maintains open channels for communication and feedback. Expectations from each stakeholder group are regularly assessed, at least annually, through satisfaction surveys, engagement meetings, or other participatory channels. These assessments help the company refine its operations to align with stakeholder needs and adhere to ESG-related practices, thereby driving long-term and inclusive sustainable development.

This approach was reviewed and approved by the Board of Directors at its 8/2023 meeting and has been effective since January 3, 2024.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

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

Key suppliers acknowledging compliance with the supplier code of conduct

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

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

Information on organization's innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No
innovation culture

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

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits from : No
innovation development?

Non-financial benefits

Does the company measure the non-financial benefits from : No
innovation development?

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