



ESG Performance Report for Listed Companies in 2025

Advice IT Infinite Public Company Limited

Fiscal Year End 31 December 2025



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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, Fuel management,
Renewable/clean energy management, Waste management

The Company recognizes the environmental crisis and the urgent importance of addressing climate change. We are committed to being part of driving a low-carbon society through responsible business operations, advanced innovation development, and efficient resource management to create sustainable value for the organization, society, and the nation. This aligns with the intentions of the Thai government and international environmental agreements, with the following operational guidelines:

1. Strategic and sustainable management involves analyzing environmental risks and opportunities in alignment with the organization's strategic direction to establish clear management guidelines and achieve long-term sustainability missions.
2. Promoting and supporting the application of cutting-edge innovations and technologies in business processes to maximize the efficiency of natural resource utilization, reduce energy consumption, promote clean energy, and concretely reduce greenhouse gas emissions.
3. Establishing an ESG organizational culture by instilling environmental responsibility as part of the corporate culture, focusing on continuous education and dissemination of ESG information to personnel at all levels in order to encourage practical action and foster environmental awareness and to ensure sustainable environmental management that resonates with employees across all branches nationwide. The Company has initiated a morale-boosting mechanism through the "Branch Recognition Project for Waste Management." This involves presenting honorary awards to branches that demonstrate commitment and consistently implement waste segregation. This activity not only serves as an incentive but also fosters an environmental consciousness that becomes deeply ingrained in the organizational culture.
4. Promoting the segregation and management of waste and refuse according to the 4R principles (Reduce, Reuse, Recycle, Repair) to minimize waste sent to landfills and maximize resource utilization. The Company recognizes its role in conserving natural resources and mitigating environmental impacts arising from its business operations. Therefore, it has established a systematic waste management and segregation policy, aiming to become a low-carbon organization and promote a circular economy. This policy emphasizes efficient resource management and appropriate waste segregation at the source according to material type, encouraging processing for repurpose, such as paper boxes, plastic bottles, and office paper, and for entering the correct recycling process. However, as the Company operates in the electronic devices business, management places significant importance on the disposal of electronic waste, alongside fostering a shared awareness among employees.

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

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity management, Fuel management, Renewable/clean energy management, Waste management

The Company has reviewed its environmental management policies and goals to concretely reduce greenhouse gas emissions and environmental impacts. A target has been set for achieving Net Zero Emissions from organizational operations by 2050, in line with Thailand's national goals. Environmental targets have also been established, covering energy management, renewable energy utilization, water resource management, and waste management, to enable the Company to achieve the goal of achieving Net Zero greenhouse gas emissions from its organizational operations in the future.

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 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), Thailand Greenhouse Gas Management Organization (TGO)

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The company continuously collects and manages data on electricity consumption to inform energy planning for maximum efficiency and to help control the organization's energy costs.

Since 2024, the company has established a policy for installing solar cell systems to generate electricity from renewable energy for use in warehouses and offices at the headquarters. In 2025, the company expanded its solar cell system installation plan to branches in various provinces, with 6 branches having completed installations.

The installation of the aforementioned solar cell system helped reduce the company's energy costs compared to the previous year, and the company plans to continue its implementation in 2026 to enhance energy efficiency and reduce environmental impact in the long term.

Furthermore, the company encourages employees to participate in energy conservation and to utilize electricity most efficiently to support efficient resource utilization throughout the organization.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel⁽¹⁾

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
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Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2025	2030 : Reduced by 10%
Increase of electricity consumption from renewable energy sources	2025 : electricity consumption from renewable sources 390,694.00 Kilowatt-hour	2026 : Increased by 1,009,306.00 Kilowatt-hour

Remark: ⁽¹⁾ The Company has set two energy management-related targets, namely: 1. A 10% reduction in energy intensity by 2030, with 2025 as the base year. (Only head quarter) 2. The amount of electricity generated from solar energy projects shall not be less than 1,400,000 kilowatt-hours per year (electricity generation data from solar cells including headquarter and branches) from projects where the Company expands solar cell installations to various branches nationwide.

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 a solar cell system to generate electricity from renewable energy for use in its warehouse and offices at the headquarters. As a result, in 2025, the amount of electricity purchased from external sources significantly decreased to only 480,931 kilowatt-hours, while 390,694 kilowatt-hours of electricity generated from solar energy were utilized.

This data does not yet include electricity generation from solar cell systems at branches nationwide. The company is currently collecting data to calculate the overall picture in the future. In 2025, the company has already installed additional solar cell systems in 6 branches.

Additionally, the company has introduced electric vehicles to replace personal vehicles for employees who meet the specified criteria, in order to support the use of clean energy and reduce the environmental impact of the organization's operations.

Diagram of performance and outcomes in energy management



Solar Energy Project



Electric Vehicle Project for Employees

Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	912,467.00	869,497.00	871,625.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	912,467.00	659,467.00	480,931.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	N/A	210,030.00	390,694.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	523.80	489.86	441.11

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

Electricity Consumption Intensity

	2023	2024	2025

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	5,407,221.00	4,800,398.79	3,573,960.56
Percentage of total electricity expense to total expenses (%) ^(**)	0.04	0.03	0.02
Percentage of total electricity expense to total revenues (%) ^(**)	0.04	0.03	0.02
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	3,104.03	2,704.45	1,808.68

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

	2023	2024	2025
Diesel (Litres)	54,159.83	61,410.65	57,824.69
⁽²⁾ Gasoline (Litres)	6,136.20	4,553.14	7,134.20
⁽³⁾ LPG (Kilograms)	1,304.62	2,157.63	28.74

Additional explanation : Not include external fuel consumption

Remark: ⁽²⁾ Total gasoline consumption, comprising fuel for vehicle operations and lawn maintenance equipment.

⁽³⁾ LPG consumption data has been converted from liters to kilograms, using a conversion factor of 1 liter = 0.54 kg

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	2,026,734.80	2,176,178.60	2,093,369.60
Percentage of total fuel expense to total expenses (%) ^(**)	0.02	0.02	0.01
Percentage of total fuel expense to total revenues (%) ^(**)	0.01	0.02	0.01

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours) ⁽⁴⁾	1,531.91	1,559.38	1,519.35

Remark: ⁽⁴⁾ Total energy usage includes electricity from the national grid, fuel consumption, and solar-generated electricity (Only Head Quarter)

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00011324	0.00010967	0.00009158

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	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

The Company's water source is from a single source, namely municipal water, and is not used in the company's operational processes. Therefore, the water management plan focuses on maximizing water efficiency. This is achieved by maintaining the plumbing system in optimal working condition to prevent the wastage of clean water due to leaks. Furthermore, employees are continuously instilled with a consciousness for water conservation. The Company also emphasizes peaceful coexistence with the community by implementing effective practices for managing wastewater generated from the Company's operations.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water consumption	2025	2030 : Reduced by 10% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management⁽⁵⁾

Performance and outcomes of water management : Yes

The Company recognizes the importance of efficient water resource management by encouraging employees to utilize water responsibly and appropriately in their daily operations. Furthermore, the Company has replaced semi-automatic faucet valves with ceramic valves to better regulate water flow and effectively reduce overall water consumption.

Regarding wastewater management, the Company has a wastewater treatment system using septic tanks before discharging into the public drainage system. This operation does not cause any impact on the community or the surrounding environment.

Remark: ⁽⁵⁾ This data covers water consumption, effluent volume, and water expenses for the Head Office only.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	24,000.00	11,598.00	10,403.00
Water withdrawal by third-party water (cubic meters)	24,000.00	11,598.00	10,403.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	13.78	6.53	5.26
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

	2023	2024	2025
Percentage of treated wastewater (%)	N/A	100.00	100.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	24,000.00	11,598.00	10,403.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00177405	0.00081571	0.00062705

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	406,156.75	194,838.68	174,549.31
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)	233.16	109.77	88.33

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	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company has a policy and guidelines for waste management based on the 4R principles: Reduce, Reuse, Recycle, and Repair, to promote efficient resource utilization and minimize environmental impact from the organization's operations.

Projects implemented under the said policy include:

1. Paperless Initiative The Company promotes the use of digital systems in its operations to reduce paper consumption within the organization and enhance the efficiency of data storage and access.

2. Waste Segregation Project The Company sorts waste that can be recycled or repurposed. Unused cardboard boxes are shredded and used as cushioning material for packaging products for customers. Furthermore, the Company encourages branches to return shredded cardboard boxes and wooden sheets to the head office to reduce the use of 'fill air' plastic and to help reduce the Company's costs for procuring cushioning materials.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Details of setting goals for waste management

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The Company systematically manages waste from its business operations, categorizing management as follows:

1. Waste Management within the Office

The Company sorts waste into four categories: general waste, recyclable waste, hazardous waste, and organic waste. It also promotes the participation of employees and stakeholders in reducing the amount of waste destined for landfill through internal communication, awareness campaigns, and rewarding branches that cooperate in the waste sorting project.

2. Waste Management within the Warehouse

The Company sorts packaging materials and waste that can be repurposed or recycled to reduce waste from the packaging process and promote efficient resource utilization.

3. Paperless Initiative

The Company has adopted digital technology in its internal office processes to reduce paper consumption, enhance data storage efficiency, and support efficient resource utilization.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms) ⁽⁶⁾	107,250.00	90,000.00	90,000.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.01	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

Remark: ⁽⁶⁾ The company's total waste and refuse data up to 2025 is reported only waste and refuse from HQ and is referenced from calculations by the Thai It Sub-district Administrative Organization. The company is currently in the process of systematically collecting and compiling data to ensure that subsequent disclosures accurately reflect the facts.

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company recognizes the impact of climate change on its business and value chain, and has therefore continuously initiated greenhouse gas management, focusing on laying the groundwork for reducing operational greenhouse gas emissions, while also raising awareness and engagement among personnel and stakeholders to support sustainable development goals and a long-term carbon reduction trajectory.

- **Development of greenhouse gas emission data systems.**

The Company continuously collects organizational greenhouse gas emission data. The organization's carbon footprint data for 2024 has been verified and certified by the Thailand Greenhouse Gas Management Organization (TGO). In 2025, the company engaged a verifier registered with the Thailand Greenhouse Gas Management Organization, namely Bureau Veritas Certification (Thailand) Ltd., to verify greenhouse gas emission data before submission for certification and further reporting.

This operation provides the company with fundamental data for setting targets and planning future greenhouse gas emission reductions.

- **Enhancing energy efficiency and clean energy utilization.**

The company has installed solar power generation systems at its headquarters, warehouses, and branches, including additional installations at 6 branches in 2025. This helps reduce electricity purchases from external sources and lowers energy costs.

Furthermore, the company promotes the use of electric vehicles instead of personal cars for eligible employees, to support clean energy utilization and reduce operational greenhouse gas emissions.

- **Resource reduction and transition to digital operations.**

The company has implemented a paper reduction project by adopting digital technology in its work processes, such as the use of e-Tax Invoices and e-Receipts, the National e-Payment system, online meetings and training, electronic approval systems, and document storage on the work.advice system and K2 program.

These approaches help reduce resource consumption, lower operational costs, and decrease indirect greenhouse gas emissions from paper usage and travel.

- **Resource and waste management to support the circular economy.**

The company implements waste segregation in offices and warehouses, promotes the reuse of packaging materials, and reduces plastic consumption, including shredding cardboard boxes for use as cushioning material. This helps reduce the use of new materials, lowers costs, and decreases greenhouse gas emissions from packaging production.

- **Raising awareness and fostering employee engagement.**

The company encourages employees to efficiently use energy, water, and resources, and to participate in organizational environmental projects, in order to foster a corporate culture that considers long-term environmental impacts.

The company plans to develop the use of clean energy, environmentally friendly fuels in transportation systems, and more comprehensive greenhouse gas emission data collection, as well as setting long-term greenhouse gas reduction targets to support the transition to a low-carbon business and the Net Zero greenhouse gas emission target.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2025 : Greenhouse gas emissions 473.00 tCO ₂ e	2030 : Reduced by 20% in comparison to the base year	2050 : Reduced by 100% in comparison to the base year	<ul style="list-style-type: none"> • Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

The Company continuously collects and monitors greenhouse gas emission data annually to use as a database for setting policies and measures consistent with the organization's environmental goals.

For the year 2024, based on the organization's carbon footprint data, it was found that the greenhouse gas emissions from Scope 1 sources in 2023 and 2024 differed significantly, due to certain inaccuracies in data

collection. The Company has therefore updated its database and calculation methods, particularly for data from wastewater treatment tanks, to ensure greater data accuracy. This data has been verified and certified by the Thailand Greenhouse Gas Management Organization (TGO).

For the year 2025, the Company has engaged a verifier for the organization's carbon footprint data, registered with the Thailand Greenhouse Gas Management Organization, namely Bureau Veritas Certification (Thailand) Ltd., to verify the Company's greenhouse gas emission data. The information has been verified by external auditors and certified by the Thailand Greenhouse Gas Management Organization (TGO).

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	3,054.00	1,174.00	627.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,162.00	245.00	244.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	457.00	330.00	229.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	435.00	599.00	154.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000226	0.000083	0.000038
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	1.75	0.66	0.32

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 : Yes
emissions

List of greenhouse gas verifier entity : Bureau verification (Thailand) Co., Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

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

Absorption and removal of Greenhouse Gas

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

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

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, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination

The Company recognizes and emphasizes the importance of supporting social and community activities, as well as continuously caring for the environment. With a steadfast commitment to developing our business in tandem with balancing economic, social, environmental, and national cultural aspects, the details are as follows:

1) Fair business practices

The Company is committed to conducting business with honesty, fairness, and ethics, operating responsibly towards society. It conducts business with standardized operational systems, good management, and control. It promotes social responsibility throughout the value chain, and respects property rights. It strictly adheres to laws and regulations, competes fairly with customers, and does not disclose customer information obtained through business operations, which would normally be kept confidential, unless disclosure is required by law.

2) Anti-corruption

The Company has a policy to operate in accordance with the law and for the benefit of society. It encourages its employees to perform their duties with integrity and ethics, and also promotes its business partners to conduct business correctly and transparently. The Company's board of directors, executives, employees, and staff are prohibited from engaging in any form of direct or indirect corruption, such as offering, supporting, or receiving money, assets, or other benefits for any immediate or future gain. Compliance with the anti-corruption policy is regularly reviewed, and the guidelines for the responsibilities of each involved party and operational requirements are revised to align with business changes, regulations, and legal provisions. This ensures that the anti-corruption policy established by the Company is sufficiently implemented in a concrete manner, and that effective internal control systems are in place, free from conflicts of interest and corruption. Furthermore, on July 16, 2025, the Company signed a declaration of intent to join the Private Sector Collective Action Coalition Against Corruption (CAC) to be part of the efforts to combat corruption by the business sector in Thailand.

3) Respect for human rights

The Company places importance on respecting human rights by promoting equality and fairness within the business, community, and society to foster respect for the life and dignity of all individuals. This includes non-discrimination, no gender or class segregation, and no child labor. The Company will not engage in any activities that directly or indirectly contribute to wrongdoing and provides opportunities for employees, communities, and society to express opinions or make claims regarding individual rights violations. It also encourages joint ventures, business partners, and all stakeholders to adhere to international human rights principles.

4) Fair treatment of labor

The Company recognizes the importance of human resources and is committed to leading the organization to success. Employees are valuable assets, and thus the Company has a policy to treat all employees fairly. All

employees coexist in a good and just working environment, and employees at all levels are treated like family, with the following guidelines:

4.1) Ensuring a safe working environment and conditions for life and property, as well as good health and hygiene for employees.

- In 2023, the Company experienced 2 work-related injuries resulting in lost time.
- In 2024, the Company experienced 1 work-related injury resulting in lost time.
- In 2025, the Company experienced 4 work-related injuries resulting in lost time.

4.2) Strictly ensuring employee benefits, compensation, welfare, and rights in accordance with labor laws and work regulations in 2025. Advice IT Infinite Public Company Limited and its subsidiaries have a total number of employees 1,976 people. comprising male employees numbering 1,183 people, representing 60%, and female employees numbering 793 people, representing 40% with total employee-related expenses of 621 million Baht.

4.3) Treating employees with respect and courtesy, and respecting their right to privacy, by not disclosing personal information to external parties, in accordance with legal regulations.

4.4) Regularly providing training, promotion, and development of employee knowledge and skills to enhance their potential and support equitable and fair career advancement.

In 2025, the Company organized training courses to develop employees' skills and potential, both in-house and external training, amounting to an average of 15 hours per person per year. with total training expenses amounting to 8 million Baht. This reflected the Company's commitment to investing in human resources to build capable personnel ready to support the organization's sustainable growth.

4.5) The Company has clear and well-defined organizational goals and vision, which are crucial for fostering engagement and building strong commitment among effective personnel within the organization. This helped create participation, job satisfaction, pride in work, and long-term loyalty to the organization, as everyone adheres to shared ideals and common goals.

In 2025, the Company had a voluntary employee turnover rate of 16.56%. The Company utilized exit interview results to identify causes, analyze, and find preventive measures to further reduce employee turnover rates.

5) Responsibility towards consumers

The Company is committed to building customer satisfaction and confidence by providing products at appropriate price levels and quality services. It ensures that directors, executives, and employees do not disclose customer information without authorization and customer consent, except for information required to be disclosed to external parties under legal regulations. It also procures and delivers standard products and services to customers, continuously developing various standards to a higher level. Furthermore, it completely, accurately, and truthfully discloses news and information about products and services to customers through various public relations channels.

6) Environmental care

The Company places importance on its social responsibility for environmental care and compliance with various environmental laws and regulations. It has a clear environmental policy, which is strictly adhered to, and must comply with various environmental laws and standards, as well as establish internal systems to control and prevent environmental problems. The Company has also campaigned for employees to help conserve various resources and energy, including electricity and tap water, promoting waste separation, fostering ESG awareness and community and society development, as well as promoting knowledge among employees regarding "5S" to maintain a hygienic working environment, with regular monitoring and evaluation by the Quality Management Department.

7) Community development and society

The Company is committed to complying with all laws and regulations related to communities that may impact them. It recognizes the importance of organizational development alongside fostering good

relationships with communities and society. The Company's policy is that its operations must not cause any inconvenience to surrounding communities and society, and it supports activities that benefit society and communities. Furthermore, it provides opportunities for communities to lodge complaints or request assistance, as well as to exchange opinions to collectively improve the surrounding society. Activities that the Company policies to cooperate with or assist communities include dredging drainage canals and collecting waste in communities, and providing educational assistance to students and schools by donating computer equipment, developing technology skill, promoting and preserving the religion of the community and society, and also contributing to the mental development of the Company's personnel.

8) Innovation and dissemination of innovation from social and environmental responsibility initiatives

The Company supports innovation at all levels, both internal and external, which includes developing new innovations that can increase work efficiency, add value, and bring about change. It may also refer to changes in mindset to increase value. The goal of innovation is to bring about positive change, business sustainability, economic and social development, as well as environmental restoration and improvement. Furthermore, the dissemination of innovation is regarded as a form of social responsibility. It involves communicating with and reaching out to both direct and indirect stakeholders through various communication channels.

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

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

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

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Migrant/foreign labor, Child Labor, Safety and occupational health at work, Non-discrimination

The Company has human rights practices consistent with international principles and standards and recognizes the importance of respecting the rights of employees, business partners, customers, and stakeholders throughout the business value chain.

The Company is currently reviewing its human rights policy and developing a comprehensive framework for Human Rights Due Diligence (HRDD) to enhance its human rights risk management approach to be more systematic and aligned with the Company's business context.

The Company plans to present this approach to the Board of Directors in early 2026 to serve as a framework for its operations and the further development of human rights practices.

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

In 2025, the Company is in the process of reviewing and developing its human rights policy, including guidelines for conducting comprehensive Human Rights Due Diligence (HRDD), to cover potential human rights risks and impacts

arising from business operations, across dimensions concerning employees, business partners, customers, and relevant communities.

This approach focuses on identifying, assessing, preventing, and mitigating potential human rights impacts, as well as establishing continuous monitoring and review processes for performance, to elevate human rights management to be more systematic and efficient.

The Company plans to present the HRDD policy and operational framework to the Board of Directors in early 2026, which will serve as a crucial mechanism for building stakeholder confidence and supporting sustainable business operations in the long term.

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

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

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by the Company in the past year : Fair employee compensation, Employee training and development, Promoting employee relations and participation, Safety and occupational health at work

The Company believes that personnel are crucial gears to driving the organization towards its goal of becoming a leader in technology and excellent service. Therefore, the Company has established human resource management policies based on ethics, equality, and transparency, while promoting an organizational culture that respects laws, discipline, and international standards, alongside fostering well-being and workplace safety, to support employees at all levels in growing alongside the organization's sustainable success.

The Company aims to manage human resources based on fairness to attract and retain high-potential personnel through appropriate compensation and benefits, as well as promoting a good quality of life, alongside continuous skill development and succession planning, to systematically support career advancement paths.

The Company also emphasizes fostering employee engagement through its organizational culture, which is reflected in three core values:

Together: We focus on unified teamwork, integrating collaboration and effective communication.

Think Different: We encourage employees to transcend conventional thinking and dare to propose new approaches to foster better service innovation.

Transform: We encourage employees to always maintain a learning mindset, with the ability to anticipate and understand changes, to accurately prepare for future challenges.

The Company believes that instilling behaviors aligned with these values not only helps "create excellent customer experiences" but also reflects the organization's identity and strengthens trust among partners, alliances, society, and all stakeholders, forming the foundation for long-term sustainable growth.

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> Promoting employee relations and participation 	Employee turnover rate	-	2026: Voluntary employee turnover rate not exceeding 20%
<ul style="list-style-type: none"> Employee training and development 	<p>Development Roadmap: Employees' potential is comprehensively developed, encompassing knowledge and skills (Skillset), attitude (Mindset), and alignment with the company's long-term strategies and goals. This includes: -</p> <ul style="list-style-type: none"> Succession Planning Project: To prepare for future changes and ensure business continuity by developing employees' potential for advancement, especially in critical business positions. - Updating employees' knowledge and skills in line with industry trends and changes, or new technologies such as AI, digital technology, or the use of new tools to enhance work efficiency. - 2026: Developing employees' skills within the company, focusing on ensuring employees possess skills that meet business needs, under the concept of 'Excellent in Thinking, Excellent in People, Excellent in Work'. 	2025: Average training hours: 15 hours per person	<p>2026: Employee skill development within the company, focusing on ensuring employees possess skills aligned with business needs, under the concept of "Excellent Thinking, Excellent People, Excellent Work."</p> <ul style="list-style-type: none"> - Number of employees attending training: 80% per year - Average training hours: 16 hours/person

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Safety and occupational health at work	Number of employee and contractor injuries	-	2026: Lost Time Injury Frequency Rate (LTIFR/LTIR) = 0.00
• Safety and occupational health at work	Number of fatalities of employees and contractors from work (persons)	-	2026: Zero fatalities among employees and contractors
• Others : Respect for human rights	Complaint Regarding Human Rights Violation (Case)	-	2026: Zero complaints regarding human rights violations.
• Promoting employee relations and participation	Employee commitment to the organization	-	2030: Employee commitment to the organization >80%

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

The Company places importance on comprehensive human resource management and development, covering everything from attracting quality personnel, employee retention, talent development, career advancement, to fostering organizational commitment, in order to support the sustainable growth of both employees and the organization. Key operational results and outcomes are as follows:

Workforce Planning and Recruitment

The Company places importance on systematic workforce management and planning to align with business strategies, organizational growth directions, and changes in the business environment within the IT products retail industry. The Company conducts quantitative and qualitative workforce needs analysis, covering head office employees and branch employees nationwide.

The Company's workforce planning considers current manpower, turnover rates, position structures, future required skills and competencies, as well as business expansion plans and operational model development, to ensure that the company has sufficient personnel, suitable for positions, and capable of supporting continuous and sustainable business operations.

Personnel Recruitment and Selection Process

The Company conducts its personnel recruitment and selection process under principles of transparency, fairness, and equality, providing equal employment opportunities to qualified individuals without discrimination based on gender, age, disability, or personal status. The company utilizes various recruitment channels, such as its online media, job search websites, collaborations with educational institutions, and participation in employment promotion activities.

Collaboration with Educational Institutions

1) Dual Vocational Training Program

The Company participates in dual vocational training programs with educational institutions to provide students

with opportunities for practical work experience alongside theoretical studies. The focus is on developing skills in sales, customer service, and information technology, which are crucial for future careers. This program helps create a new generation of personnel who understand the nature of work and organizational culture even before graduation. In 2025, 42 students participated in the program, covering 27 provinces.

2) Cooperative Education Program

The Company supports cooperative education programs by offering opportunities for university students to work in various departments of the company according to their related fields, such as business administration, marketing, information technology, and organizational support. Cooperative education students are assigned clear projects or tasks with a mentor overseeing and evaluating their performance to enhance real-world work experience, develop professional skills, and prepare them for the job market. In 2025, 15 students participated in internships. The company can select high-potential students to join the organization in the future.

Promoting Diversity and Employment of Persons with Disabilities

The Company recognizes the importance of respecting human rights and promoting diversity in employment. It employs persons with disabilities in positions suitable for their potential and limitations, such as administrative work, office support, and other tasks that do not hinder performance. In 2025, the company employed a total of 19 persons with disabilities. Furthermore, the company provides a suitable work environment and necessary support to enable all employee groups to work efficiently, safely, and with a good quality of life in the workplace.

Compensation, Welfare, and Benefits

The Company places importance on fair, transparent, and competitive management of compensation, welfare, and benefits in the labor market to attract, retain, and motivate talented personnel to grow with the organization in the long-term. It adheres to principles of equality and non-discrimination, considering fairness without regard to gender, age, race, religion, or other differences, and promotes the principle of equal pay for jobs of equal value.

- Financial assistance benefits include wedding allowances, funeral assistance, disaster relief funds, housing loans with the Government Housing Bank, etc.
- Health benefits include annual health check-ups, group health insurance, mobile dental services, influenza vaccinations, etc.
- Other benefits include annual leave, diligence allowance, travel expenses, per diem, accommodation, employee uniforms, employee product purchases, and employee birthday gifts.
- Various funds include provident funds, social security compensation funds, etc.

Employee Potential Development

In 2025, the Company continuously organized training courses to develop employees' skills and potential, totaling 43 courses. The average training hours were 15 hours per person per year, with 100% of all employees participating in the training. This development covered employees at supervisory and management levels. These operations helped enhance knowledge, abilities, and readiness in management, team leadership, and driving the organization in alignment with the company's strategic goals. Key courses include:

Courses for Entry-Level Leaders

Course participants have a better understanding of the roles and responsibilities of supervisors. They can systematically plan, assign tasks, monitor progress, and manage team performance, leading to clearer team operations, reduced communication issues, and increased efficiency in achieving planned goals.

Courses for Mid-Level Leaders

Participants have developed leadership skills and strategic decision-making abilities, can clearly communicate work directions, and are confident in leading teams and managing change. This results in teams understanding shared goals and being ready to adapt to changing situations.

Courses for Senior Leaders (Executive)

This course enhances leaders' ability to inspire and motivate their teams through positive communication and trust-building, resulting in employees being motivated to work, increased engagement, and a work environment conducive to collaboration and commitment to the organization.

DISC Course: Understanding Oneself and Managing Teams

Participants have a better understanding of personality traits and individual differences, enabling them to adapt communication styles and collaboration methods appropriately, reduce workplace conflicts, and promote effective teamwork.

Furthermore, the company emphasizes the development of executives and employees to comply with legal requirements and quality systems. It organizes ISO standard courses such as ISO 9001, ISO/IEC 27001, and ISO 14001:2015, etc., as well as occupational safety courses like general employee safety, safety officers at the management level, and supervisory level, to enhance standardized operations and promote a safe and quality work environment.

The continuous implementation of employee development programs through management and leadership courses reflects the company's commitment to enhancing the capabilities of personnel at all levels, ensuring they possess appropriate knowledge, skills, and attitudes for work. These courses have strengthened abilities in management, team leadership, communication, and effective collaboration, enabling employees to drive work in alignment with the organization's goals and direction.

Furthermore, this personnel development not only improves current work efficiency but also serves as a crucial foundation for building quality leaders and teams in the future, fostering commitment, readiness to adapt to change, and supporting the organization's stable and sustainable long-term growth.

Succession Planning

The Company places importance on systematic human resource management, especially succession planning, to ensure business continuity, reduce personnel risks in critical positions, and prepare employees for sustainable career growth. The company has established a step-by-step succession planning process as follows:

1. Identifying Succession Candidates

The Company identifies key positions, critical position and retirement positions in the next 5 years which plays a role in the success and continuity of the organization's business operations.

2. Defining Job Responsibilities and Qualifications

The scope of responsibilities, qualifications, knowledge, skills, and competencies required for target positions are clearly defined to serve as a guideline for evaluating and developing the potential of succession candidates in line with organizational needs.

3. Assessing Succession Candidates

The company systematically assesses the potential and readiness of succession candidates, considering their performance, work capabilities, work behavior, and potential for growth into higher roles. This information is used to inform development decisions and prepare personnel in line with organizational needs.

4. Individual Development Plan (IDP)

The company develops Individual Development Plans (IDPs) for succession candidates. Based on the knowledge and performance evaluation results and skills essential for future roles. The development plan is designed to align with job requirements and the organization's strategic direction, aiming to enhance potential, readiness, and continuity in management, as well as to systematically and sustainably support personnel growth.

5. Monitoring and Reviewing Progress

The Company continuously monitors and evaluates the progress of succession development, including reviewing development plans to suit business situations and changes, to ensure that employees are prepared for future roles.

The systematic implementation of succession planning has resulted in the company having personnel ready for growth and capable of appropriately filling key positions. This helps reduce the risk of personnel shortages, enhances continuity in management, boosts employee morale and commitment to the organization, and supports sustainable long-term human resource development.

Employee Potential Development





Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	1,764	1,821	2,037
Percentage of employees to total employment (%)	98.75	97.47	97.01
Percentage of non-employee workers to total employment (%)	1.25	2.53	2.99
Total employees (persons)	1742	1775	1976
Male employees (persons)	1057	1059	1183
Percentage of male employees (%)	60.68	59.66	59.87
Female employees (persons)	685	716	793

	2023	2024	2025
Percentage of female employees (%)	39.32	40.34	40.13
Total of workers who are not employees (Person)	22	46	61

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	1,537	1,557	1,742
Percentage of employees in operational level (%)	88.23	87.72	88.16
Total number of employees in management level (Persons)	192	204	219
Percentage of employees in management level (%)	11.02	11.49	11.08
Total number of employees in executive level (Persons)	13	14	15
Percentage of employees in executive level (%)	0.75	0.79	0.76

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	933	922	1,045
Percentage of male employees in operational level (%)	88.27	87.06	88.33
Total number of male employees in management level (Persons)	114	127	127
Percentage of male employees in management level (%)	10.79	11.99	10.74

	2023	2024	2025
Total number of male employees in executive level (Persons)	10	10	11
Percentage of male employees in executive level (%)	0.95	0.94	0.93

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	604	635	697
Percentage of female employees in operational level (%)	88.18	88.69	87.89
Total number of female employees in management level (Persons)	78	77	92
Percentage of female employees in management level (%)	11.39	10.75	11.60
Total number of female employees in executive level (Persons)	3	4	4
Percentage of female employees in executive level (%)	0.44	0.56	0.50

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Chief Executive Officer Department	17
Commercial Department	1,429
Financial Department	122
Marketing Department	40

Department / Line of work / Unit / Business group	Number of employees (persons)
Operational Department	221
Human Resource Department	29
Technology Department	106
Deputy Chief Executive Officer Department	12
Total number of employees	1,976

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	1,057	1,059	1,183

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	685	716	793

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	17	17	19

	2023	2024	2025
Percentage of disabled workers to total employment (%)	0.96	0.93	0.93
Total number of employees with disabilities (Persons)	17	17	19
Total male employees with disabilities (persons)	10	12	12
Total female employees with disabilities (persons)	7	5	7
Percentage of disabled employees to total employees (%)	0.98	0.96	0.96
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	518,842,842.00	533,896,781.00	621,411,771.00
Total male employee remuneration (baht)	316,765,994.00	325,459,870.00	382,932,632.00
Percentage of remuneration for male employees (%)	61.05	60.96	61.62
Total female employee remuneration (baht)	202,076,848.00	208,436,911.00	238,479,139.00
Percentage of remuneration for female employees (%)	38.95	39.04	38.38

	2023	2024	2025
Average of remuneration of employees (Baht/persons)	297,843.19	300,786.92	314,479.64
Average of remuneration for male employees (Baht/persons)	299,684.01	307,327.54	323,696.22
Average of remuneration for female employees (Baht/persons)	295,002.70	291,113.00	300,730.31
Rate of average of remuneration between female employees and male employees	0.98	0.95	0.93

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company established its Provident Fund on 1 January 2016 to promote employee savings and enhance financial security after retirement. Contribution rates are set at appropriate levels, and employees are given the flexibility to select investment plans that align with their individual risk tolerance. The fund is managed by AIA Company Limited under the supervision of the Provident Fund Committee to ensure transparent, prudent, and member-focused management. The Company also regularly communicates fund information and performance updates to employees in order to support long-term financial planning and stability.

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1742	1775	1976
Number of employees joining in PVD (persons)	273	295	400

	2023	2024	2025
Number of PVD members / Total employees (%)	15.67	16.62	20.24
Number of PVD members / Total eligible employees (%)	15.67	16.62	20.24

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	1,825,437.00	2,256,848.00	2,360,473.00
Total amount of provident fund contributed by employee (baht)	4,766,973.00	5,921,332.00	6,808,452.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
Advice IT Infinite Public Company Limited	Yes	1,976	1,976	400	20.24	20.24

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

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

Providing education or information on selecting appropriate investment policies

The Company places importance on enhancing employees financial literacy and retirement planning. Training sessions and educational materials are provided to support employees in understanding and selecting appropriate investment policies. In particular, for employees who are eligible to participate in the Provident Fund (PVD) but have not yet enrolled, the Company provides relevant information on benefits, participation conditions, and investment options. This enables employees to make informed decisions aligned with their individual financial goals.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	No	No	No
Average employee training hours (Hours / Person / Year)	7.00	11.00	15.00

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	4,190,784.00	4,440,800.00	4,972,240.00
Total number of hours worked by employees (Hours)	4,135,872.00	4,325,984.00	4,819,984.00
Total number of hours work by non-employee (Hours)	54,912.00	114,816.00	152,256.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases) ⁽¹⁾	2	1	4
Total number of employees that lost time injuries for 1 day or more (Persons)	2	1	4
Percentage of employees that lost time injuries for 1 day or more (%)	0.11	0.06	0.20
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0

	2023	2024	2025
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.48	0.23	0.83
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.10	0.05	0.17

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

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

Remark: (1) Year 2023 Case 1: An employee was injured after stacked baskets became unstable while being pushed. The Company now prohibits excessive stacking and keep stacks at a safe height for pushing. Case 2: An employee suffered a foot injury when a grinding disc shattered (Safety shoes were not worn). The Company has now provided full PPE and strictly mandates its use during all operations. Year 2024 An employee lost a toenail when a stack of baskets dislodged and fell. The Company now strictly mandates wearing sneakers during work to prevent future accidents. Year 2025 Case 1: An employee sustained a finger injury due to a lack of experience and unfamiliarity with a new task. The company has since implemented proper training to ensure all procedures are followed correctly. Case 2: An outsource staff was pushing a two-tiered metal trolley and not securely closed. The employee sustained a laceration to the right leg, requiring 7 stitches. Case 3: A warehouse employee stepped onto a pallet jack and tripped, falling due to employee negligence. The employee sustained a facial laceration, requiring 4 stitches. Case 4: A warehouse employee used two pallet jacks to lift and move unsecured steel beams. One beam dislodged and fell to the floor with a loud impact. The incident caused significant noise across the warehouse (the employee was not injured).

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	429	347	301
Total number of male employee turnover leaving the company voluntarily (persons)	232	196	157
Total number of female employee turnover leaving the company voluntarily (persons)	197	151	144
Proportion of voluntary resignations (%)	24.63	19.55	15.23

	2023	2024	2025
Percentage of male employee turnover leaving the Company voluntarily (%)	54.08	56.48	52.16
Percentage of female employee turnover leaving the Company voluntarily (%)	45.92	43.52	47.84

	2023	2024	2025
Evaluation result of employee engagement	No	No	No

Employee internal groups⁽²⁾

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Remark:

⁽²⁾ The Company prioritizes the well-being of its employees in the workplace and fosters good relationships between employer and employee by establishing the Employee Welfare Committee (EWC) in accordance with the Labor Protection Act B.E. 2541 (1998). This committee serves as a mechanism for systematically gathering feedback and suggestions on welfare from employees. The EWC comprises representatives from the employer and employees, who collectively consider, propose guidelines, and provide recommendations for developing and improving welfare, as well as the working environment, to be appropriate and aligned with employee needs. The Company continuously supports the operations of the EWC by considering the received proposals and implementing them as appropriate, to enhance engagement, satisfaction, and support the sustainable growth of the organization.

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
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

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

Information on customer management plan

Customer management plan

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

The Company views customer confidence as a strategic factor directly impacting revenue growth and long-term competitiveness. Therefore, the Company has developed a systematic approach to customer relationship management, aiming to enhance service quality, increase repeat purchase rates, and strengthen the customer base as a business asset. This is driven by the following key components:

- 1. Service Channel Structure Supporting Business Expansion:** The Company provides services through its nationwide branch network, customer service center at telephone number 1491, and digital platforms to accommodate increasing customer volume and support convenient and efficient access to services.
- 2. Investment in Service Personnel Capabilities:** The Company continuously develops the skills and expertise of its employees to ensure that services meet established standards, emphasizing accuracy, speed, and consistency. This helps enhance customer confidence and reduce service quality risks.
- 3. Utilizing Data to Enhance Service Efficiency:** The Company analyzes data from customer satisfaction surveys and feedback to improve service processes, increase response speed, and mitigate potential risks that could affect customer confidence.
- 4. Customer Data Governance and Protection:** The Company implements data security measures in accordance with ISO 27001 standards and the Personal Data Protection Act (PDPA) to enhance customer confidence, reduce regulatory risks, and systematically improve data management.
- 5. Customer Voice Monitoring and Proactive Response:** The Company utilizes Social Listening tools to monitor customer feedback on online channels. This information is then used to continuously enhance services, communication, and customer experience management. This approach forms a crucial foundation for strengthening the customer base, increasing customer lifetime value, and supporting the Company's sustainable revenue growth.

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	-	2026: Customer satisfaction score not less than 95% (Customer satisfaction score in 2025 = 96.68%)
• Communication of product and service impacts to customers/consumers	Customer response rate via social media channels	-	2026: Customer response rate via digital channels exceeds 98% (Customer response rate via digital channels in 2025 = 99.27%)

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Average response time to customers via social media channels	-	2026: Average response time to customers via social media channels not exceeding 2 minute (Average response time to customers via social media channels in 2025 = 2.13 minutes)

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The Company is committed to continuously elevating service standards and strengthening good relationships with customers. In 2025, the company achieved the following significant operational results:

- **Customer Satisfaction Score:** In 2025, the customer satisfaction score was 96.68%.
 - **Customer Response Rate via social media channels:** As of now, the average response rate is 99.27%.
 - **Average response time to customers via social media channels:** An average of 2 minutes 13 seconds.
- 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 for developing customer relationship management systems, the company is committed to setting new service standards in the industry and leading in creating exceptional customer experiences, which will be a key basis for sustainable growth and generating good returns for shareholders in the long term.

Diagram of performance and outcomes of customer management







Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	No	Yes	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 : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Education, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Reducing inequality

The Company focuses on developing essential knowledge and skills to sustainably enhance the community's quality of life. This is achieved through continuous activities and projects across four key pillars:

- **Development of IT skills and knowledge**

Over 10,000 citizens and youths have developed technological skills through the PAY IT FORWARD project.

- **Creation of career opportunities**

Underprivileged individuals can sustainably become self-reliant through financial capital and beauty vocational equipment. Provided scholarships and beauty vocational equipment to underprivileged individuals at the Central Women and Family Development Learning Center, Nonthaburi Province (March 2025).

- **Building strong communities**

The communities surrounding the company's operational areas maintain good relations with the organization, reflected through cooperation in various activities.

- **Enhancement of organizational image**

Stakeholder perception results indicate that the company is continuously gaining recognition as a socially responsible organization.

The Company's community and social operations are not merely about creating a positive image but also about fostering trust from all stakeholders, which is a crucial foundation for sustainable growth in accordance with the philosophy. "Good society, sustainable business" that we uphold

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : Development of essential skills and knowledge in the digital age	Number of Projects	-	2026: Number of projects for developing essential skills and knowledge in the digital era, at least 2 projects per year.

Information on outcomes and results of community and social management

Performance and outcomes of community and social management⁽³⁾

Performance and outcomes of community and social management : Yes

Community and Social Management Performance and Outcomes

The Company focuses on developing essential knowledge and skills to sustainably enhance the quality of life in communities through continuous activities and projects across four areas, namely:

1. PAY IT FORWARD Project: Passing on Opportunities, Developing Thai Education

This serves as a flagship project reflecting Advice's identity in supporting IT equipment for education. The company provides donated computer sets and essential gear to underprivileged schools across Thailand, focusing on distributing opportunities nationwide one school per province. This ensures students in remote areas have equal access to information and digital skill development. With IT equipment delivered to 77 schools across all 77 provinces, the project has created learning opportunities for tens of thousands of Thai youths.

2. Zero to Hero Project: Creating Careers, Enhancing Quality of Life

The Company is dedicated to empowering underprivileged individuals to achieve self-reliance and stable livelihoods. By providing essential equipment and seed funding for vocational paths, we aim to build a sustainable future and reduce social inequality. Most recently, in March 2025, we donated funds and professional salon equipment to individuals at the Central Learning Center for Women and Family Development in Nonthaburi province.

3. Share Dreams, Share Reading Project

Activities promoting reading and fostering a love for learning, with the cooperation of Advice employees from 10 branches nationwide, including: Collected and delivered over 700 age-appropriate books to 6 schools in Udon Thani, Songkhla, Phra Nakhon Si Ayutthaya, Nong Khai, Phichit, and Sa Kaeo provinces.

Information on Social Management Community Relations

The company prioritizes nearby communities around its headquarters and branches to foster good relationships and jointly improve the living environment.

- **Our Beautiful Home Project:** Employees regularly participate in volunteer activities to clean and improve the landscape of public areas outside the company.

Environmental and Social Responsibility

Integrating environmental responsibility with employee engagement to raise awareness of urban environmental issues.

- **Advice x TerraCycle Project:** in collaboration with the TerraCycle Thai Foundation in the "Our Beautiful Home" activity, collecting waste in Lat Phrao Canal to reduce pollution in public waterways, with Over 60 employee volunteers collectively collected 2,669 kilograms of waste, with Advice setting a record as the company with the 10th highest cumulative waste collected in the project.

Future Plans

The company remains committed to expanding the project **PAY IT FORWARD** and **Zero to Hero** to be stronger, with the goal of integrating the organization's IT expertise to create basic digital skills training courses for communities receiving donated equipment, ensuring the most beneficial and sustainable use of technology.

Diagram of performance and outcomes in community and social management



Pay it forward Project



Pay it forward Project



Zero to Hero Project





Share Dreams, Share Reading Project



Advice x TerraCycle Project



Advice x TerraCycle Project



Our Beautiful Home Project



Our Beautiful Home Project

Remark: ⁽³⁾ The CSR project "Zero to Hero" is a program focused on assisting underprivileged individuals in society, providing them with opportunities for self-development and an improved quality of life. Its implementation is divided into two forms: First, by offering target groups the opportunity to assist with parking management for customers visiting the company's branches, enabling project participants to earn supplementary income and better support themselves or their families. This also contributes to enhancing the organization's positive service image. The company plans to expand this project to cover a broader target group nationwide to increase opportunities for a better life. Furthermore, the Company has established a network with the government sector through the Central Women and Family Development Learning Center in Nonthaburi Province. Target participants are selected from individuals who have completed vocational training at the center, who are socially disadvantaged or have been negatively impacted by family circumstances.

Benefit from implementing social development project

Financial benefits

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

	2023	2024	2025
Donations / Grants (Baht)	371,000.00	1,116,501.00	894,398.00

Non-financial benefits⁽⁴⁾

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

	2023	2024	2025
Beneficiaries of the company's community development projects (Places)	51.00	39.00	98.00

Remark: (4) In 2023 - 2024: the number of educational institutions that benefited from the Thai Community and Education Development Project through the PC Assembly & AI Software Training Workshop. In 2025, a total of 98 educational institutions benefited from the Thai Community and Education Development Project through the following initiatives: 1. "Share a Dream, Share a Read" Project: 6 locations 2. "Pay It Forward" Project: 59 locations 3. PC Assembly & AI Software Training Workshop: 33 locations

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

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⁽¹⁾

Corporate governance policy and guidelines : Yes

Advice IT Infinite Public Company Limited and its subsidiaries ("the Company") recognize that good corporate governance is a fundamental foundation for transparent, efficient, and accountable business operations. The Company is therefore committed to strengthening its governance framework in order to build confidence among shareholders, investors, and all stakeholders.

The Board of Directors has established a Corporate Governance Policy covering key principles ranging from the structure, roles, duties, and responsibilities of the Board to transparent, clear, and auditable management practices.

In addition, the Board regularly reviews the Company's strategy, vision, and business objectives on an annual basis to ensure that the Company's direction remains responsive to industry developments. Key policies and the Code of Conduct are also periodically reviewed to enhance governance standards and support sustainable organizational development, which form the foundation for long-term stable growth and value creation for stakeholders.

The Board places importance on adherence to good corporate governance practices and aligns its approach with the Corporate Governance Code for Listed Companies 2017 issued by the Securities and Exchange Commission of Thailand, which comprises eight key principles as outlined below.

Remark: (1) 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 : Yes
of directors

Guidelines related to the board of directors : Nomination of directors, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines related to the board of directors

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

Development of Directors

The Company places great importance on the continuous development of the competencies of its directors. Accordingly, the Company encourages members of the Board of Directors to participate in training programs or seminars that are beneficial to the performance of their duties. As the Board plays a critical role in setting the strategic direction and overseeing the Company's operations to achieve its objectives and sustainable growth, the Company has established a policy to promote directors' proper knowledge and understanding of their roles and responsibilities, the nature of the business, as well as relevant laws and regulations. Directors are therefore supported in attending training programs or seminars that enhance their knowledge and perspectives in line with the evolving competitive business environment. In addition, the Company places significant emphasis on the development of its management team by supporting both internal and external training programs to strengthen managerial capabilities and enhance organizational effectiveness, ensuring readiness to address future challenges.

In the past period, the Company's directors have attended director training programs organized by the Thai Institute of Directors (IOD), in accordance with the requirements of the Securities and Exchange Commission

(SEC), which stipulate that directors of listed companies must complete at least one approved course, namely the Director Accreditation Program (DAP) or the Director Certification Program (DCP). Beyond these mandatory programs, the Company's directors also place importance on participating in other courses offered by the Thai Institute of Directors (IOD), such as the Role of the Compensation Committee (RCC) program and the Advanced Audit Committee Program (AAP), as well as the Intensive Strategic Foresight (ISF) program organized by the Association of Listed Companies of Thailand. These programs aim to enhance professional leadership capabilities, deepen directors' understanding of their roles and responsibilities, and enable them to serve as role models in driving the organization toward strong corporate governance practices.

As for the development of executives who are employees of the Company, the relevant details are set out separately in the Company's Employee Development Policy.

Orientation of New Directors

The Company places importance on conducting an orientation program for all newly appointed directors to ensure that they are fully informed of and have a comprehensive understanding of their roles, duties, and responsibilities, as well as the essential knowledge relating to the Company's business and operations. This includes matters concerning strategy, corporate governance, and applicable laws and regulations. The Company prepares relevant documents and information to support the effective performance of duties by new directors, such as the Listed Company Directors Handbook, the Corporate Governance and Code of Business Conduct Manual, the Company's Articles of Association, capital structure, shareholding structure, annual report, Form 56-1 (One Report), operating results, applicable laws and regulations, director training programs, and other information relevant to the Company's business operations.

In this regard, the Company Secretary has been assigned as the primary coordinator for the orientation program and to facilitate meetings between new directors and the Chairman of the Board, the Board of Directors, sub-committees, and management, in order to provide an overview of the organization and enable new directors to perform their duties effectively.

However, in 2025, the Company did not appoint any new directors; therefore, no orientation program for new directors was conducted during the year.

Board performance evaluation

Evaluation of the Board of Directors and Other Committees

The Board of Directors has established an annual performance evaluation of the Board of Directors and all Board Committees in accordance with the principles of Good Corporate Governance. The committees subject to such evaluation include the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee, the Corporate Governance and Sustainability Committee, and the Executive Committee. The Board of Directors has assigned the Nomination and Remuneration Committee to oversee and conduct the evaluation process. The performance evaluation of the Board of Directors and the Board Committees is conducted in two forms: (1) a collective assessment of the Board of Directors as a whole and (2) an individual self-assessment. In conducting such evaluations, the Company emphasizes transparency and fairness in the performance of directors' duties, which supports effective corporate governance and promotes sustainable growth and long-term stability of the Company.

The evaluation results are classified according to the following rating levels:

- Scores below 50 percent: Below standard
- Scores of 50-64 percent: Fair
- Scores of 65-74 percent: Satisfactory
- Scores of 75-84 percent: Good
- Scores of 85 percent and above: Very good

The Directors' Performance Evaluation Process

The Company conducts annual performance evaluations of the Board of Directors and its sub-committees in order to enhance the effectiveness of corporate governance.

The Company Secretary proposes the evaluation form to the Nomination and Remuneration Committee for approval prior to distribution to individual directors and sub-committee members, who complete the evaluation independently. The Company Secretary then compiles and analyzes the results, prepares a summary report, and presents it to the Board of Directors for acknowledgment, discussion, and recommendations for further improvement of the Boards performance in subsequent years.

The evaluation results are used to strengthen the Boards effectiveness and continuously enhance the Companys corporate governance practices. In addition, the evaluation framework is periodically reviewed and refined to ensure alignment with evolving governance standards and the Companys business environment.

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.

Directorships in other listed companies

The Company recognizes the value of experience, knowledge, and perspectives gained by directors from serving on the boards of other companies. Nevertheless, to ensure that the Board of Directors and senior executives can perform their duties effectively, devote sufficient time and capabilities to the Companys corporate governance, and to prevent potential conflicts of interest, the Board of Directors has established the following policy on holding directorships in other listed companies.

1. Policy for Directors

1.1 Each director may hold directorships in listed companies on the Stock Exchange of Thailand in an aggregate number not exceeding five (5) companies, in order to ensure that such director can fully and effectively perform his or her duties.

1.2 Directors should not hold directorships in other listed companies that operate in the same or similar lines of business, or that may give rise to conflicts of interest with the Company, unless such appointments have been considered and approved by the Board of Directors.

2. Policy for the Chief Executive Officer and Senior Executives

The Chief Executive Officer and senior executives may hold directorships in other companies; in principle, such appointments should be within companies in the Company's group, as deemed appropriate by the Board of Directors, for the benefit of governance and strategic direction of the group's business operations.

For the year 2025, no director of the Company held directorships in listed companies in excess of the limits prescribed under this policy. The Company has disclosed the names and details of directorships held by each director in other listed companies in Attachment 1: Information on Directors, Executives, Controlling Persons, the Person Assigned with Ultimate Responsibility for Accounting and Finance, the Person Directly Responsible for Accounting Supervision, and the Company Secretary, in accordance with the disclosure requirements.

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 ensures fair returns for both parties and avoids situations that lead to conflicts of interest. We strictly adhere to contractual obligations, provide factual information, and ensure accurate reporting. Negotiations and problem-solving are conducted based on professional business relationships, guided by the following 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 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. 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. or <https://www.advicepcl.co.th/th/complaint-channel>
- 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.

Note: In 2025, there were no complaints related to corporate governance reported through the whistleblowing or complaint channels.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Advice IT Infinite Public Company Limited and its subsidiaries (the Company) 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 right, 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 Arms 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: <https://www.advice.co.th/complaint> or <https://www.advicepcl.co.th/th/complaint-channel>
- 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 internal information as a valuable business asset that impacts fairness, transparency, and stakeholder confidence. The Company have established clear guidelines to prevent directors, executives, or employees from using non-public information for personal gain or disclosing it to unauthorized third parties. This protected internal information includes financial data, performance results, strategic plans, mergers and acquisitions, investments, and other material changes that could influence investment decisions. Employees handling such data must exercise caution in accessing, storing, and using the information, while strictly adhering to internal control measures.

Money laundering prevention

The Company prioritizes transparent business operations in full compliance with the law. Recognizing the risks of being inadvertently involved in money laundering processes, the Company have established strict anti-money laundering guidelines. All employees are prohibited from participating in transactions that may constitute money laundering or involve assets from untraceable sources.

The Company requires identity verification (KYC) for customers and business partners in high-value or high-risk transactions. Furthermore, the Company promote employee awareness regarding suspicious behaviors and appropriate prevention measures to maintain organizational credibility and protect our staff from legal 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 risk the Companys 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 Companys commitment to good governance, transparency, and accountability in every aspect of its operations.

Information and assets usage and protection

The Company prioritizes the appropriate use and maintenance of corporate assets, encompassing both tangible assets such as equipment, tools, and systems, and intangible assets, including internal data, customer information, software, and intellectual property. All employees are responsible for utilizing company assets solely for business purposes and are strictly prohibited from using them for unauthorized personal or third-party gain.

Regarding Information Technology, the Company has implemented rigorous IT policies and cybersecurity measures to prevent data breaches, cyberattacks, and unauthorized system access. We actively promote employee awareness of safe technological practices, particularly when accessing our cloud-based business systems.

Employees must comply with requirements for password management, encryption, and data backup, and are prohibited from installing unauthorized software or connecting unapproved devices to ensure the highest level of security for the Company's data and systems.

Anti-unfair competitiveness

The Company is firmly committed to conducting business under the principles of free and fair competition, eschewing any methods that involve monopolization, distortion, or unfair advantages over competitors. All employees are directed to avoid behaviors that could be construed as price-fixing, bid-rigging, or market allocation, as well as the dissemination of false information or defamation against trade rivals.

Employees must respect the rights of competitors and refrain from seeking confidential information through improper means. Strict adherence to trade competition laws is mandatory to foster a fair and transparent market, which ultimately serves the long-term interests of consumers.

Information and IT system security

The Company prioritizes the security of information and IT systems to prevent damage from unauthorized access, cyberattacks, or data breaches, which could impact stakeholder trust and corporate interests.

Accordingly, the Company have established IT management policies and guidelines aligned with international standards such as ISO/IEC 27001, while strictly complying with relevant laws including the Personal Data Protection Act B.E. 2562 (PDPA).

The Company support the secure use of Cloud technology and Bring Your Own Device (BYOD) through clear protocols for data access and storage. These include encryption, access control, and usage monitoring to mitigate cyber risks at all levels.

Employees are required to strictly adhere to IT policies and cybersecurity measures, such as maintaining strong passwords, performing software updates, avoiding public networks, and immediately reporting any irregularities or cyber threats to the relevant departments.

Environmental management

The Company is committed to conducting business alongside environmental responsibility. By encouraging employees at all levels to remain conscious of the environmental impact of operations and to participate in natural resource conservation. This includes the efficient use of energy and consumables, waste reduction, and the adoption of eco-friendly technologies.

The Company fosters environmental awareness within the organization and collaborate with external agencies on public activities focused on environmental sustainability. These initiatives reflect our commitment to ethical business practices and our goal of growing in harmony with society and the environment.

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

Employees are a key driver of the Companys success in achieving its strategic objectives. The Company therefore places strong emphasis on employee well-being, particularly in maintaining a safe, appropriate, and supportive working environment that enables effective performance.

The Company is committed to ensuring the safety of employees lives and property through continuous efforts to prevent workplace accidents and mitigate operational risks. This includes maintaining standard-compliant facilities and equipment, as well as promoting safety awareness among employees.

Such initiatives help enhance employee confidence, reduce workplace risks, and foster a positive working environment, which serves as a fundamental foundation for the Companys sustainable growth.

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 : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Not certified
Certification document of CAC membership status : -

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

Advice IT Infinite Public Company Limited and its subsidiaries (the Company) places great importance on Good Corporate Governance. Accordingly, the Company regularly reviews and amends its relevant policies, practices, and charters on an annual basis to ensure alignment with the business context, applicable laws and regulations, and evolving corporate governance expectations.

In 2025, the Company reviewed and enhanced its Corporate Governance policies and practices, including the Board of Directors Charter, which serves as a key framework for the Company's governance and oversight. The revisions were approved by the Board of Directors at Meeting No. 4/2025 on 11 August 2025 and became effective on 15 August 2025.

These enhancements encompassed additions and revisions to ensure the content is comprehensive, clear, and up to date, thereby enabling directors, executives, and employees at all levels to apply the policies effectively in their roles and responsibilities. The revised content emphasizes ethical business conduct, transparency, accountability, and responsibility toward all stakeholders, which are fundamental to strengthening stakeholder confidence and supporting the Company's sustainable growth.

Implementation of the CG Code for listed companies

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

Advice IT Infinite Public Company Limited and its subsidiaries (the Company) 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 through quarter meetings.

2. Long-Term Sustainable Objectives

The Board sets and reviews the company's vision, mission, and objectives every 35 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 on the website.

6. Risk Management and Internal Control

An independent Audit Committee is in place, with the Internal Audit function reporting directly to the Committee. Risk assessments are performed annually, with formal risk reporting submitted to the Board and management on a quarterly basis.

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 agendas 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 2025, the Company placed strong emphasis on Good Corporate Governance and responsible business practices. The Board of Directors closely oversaw and monitored the management's performance to ensure that the Company's operations are conducted with transparency, fairness, accountability, and auditability, while prioritizing the best interests of shareholders and all stakeholders.

In this regard, the Company continued to enhance its corporate governance standards and sustainability management across the environmental, social, and governance dimensions (Environmental, Social and Governance: ESG).

The Company's key performance and outcomes are summarized as follows:

- **The Company received an Excellent rating (4 Gold Medals) in the Annual General Meeting (AGM) quality assessment conducted by the Thai Investors Association.** This reflects the Company's transparent meeting processes, adequate disclosure, and appropriate shareholder engagement. The result also represents an improvement from the Company's first-year assessment in 2024, when it received a Good rating (3 Gold Medals).
- **The Company enhanced its disclosure practices by regularly providing information in both Thai and English** through the Company's website to support accurate, timely, and equitable communication with shareholders and investors. In addition, the Company established an Investor Relations (IR) function to serve as a central point of contact for providing information and facilitating communication with investors and relevant stakeholders.
- **The Board of Directors and its sub-committees conducted annual self-assessments** on a regular basis to evaluate the effectiveness of their governance and strategic oversight responsibilities. The assessment results were utilized to continuously improve the Board's structure, composition, working processes, and overall performance, ensuring alignment with recognized good practices and the Company's evolving business context.

The Company remains committed to continuously strengthening its corporate governance standards in order to enhance investor confidence, improve competitiveness, and support the creation of sustainable long-term value for shareholders and all stakeholders.

Corporate Governance Structure

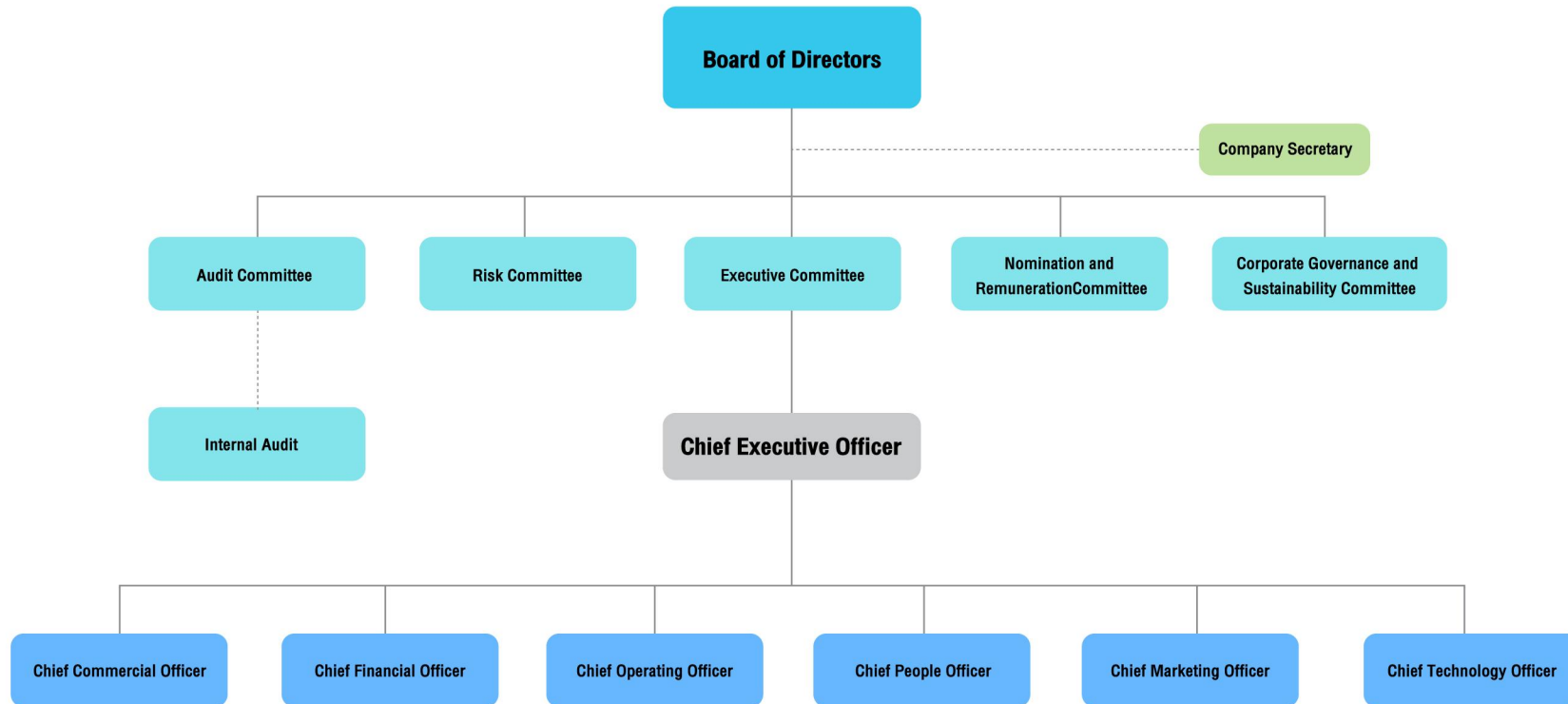
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 May 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	10		10		10	
	9	1	9	1	9	1
Executive directors	2		5		5	
	2	0	5	0	5	0
Non-executive directors	8		5		5	
	7	1	4	1	4	1
Independent directors	4		4		4	
	3	1	3	1	3	1
Non-executive directors who have no position in independent directors	4		1		1	
	4	0	1	0	1	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	90.00	10.00	90.00	10.00	90.00	10.00
Executive directors	20.00		50.00		50.00	
	20.00	0.00	50.00	0.00	50.00	0.00
Non-executive directors	80.00		50.00		50.00	
	70.00	10.00	40.00	10.00	40.00	10.00
Independent directors	40.00		40.00		40.00	
	30.00	10.00	30.00	10.00	30.00	10.00
Non-executive directors who have no position in independent directors	40.00		10.00		10.00	
	40.00	0.00	10.00	0.00	10.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	55		59		60	
	55	52	59	53	60	54

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 : 77 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : 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 ^(**) : 40,000 Shares (0.006452 %) 	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>26 Apr 2022</p>	<p>Business Administration, Insurance, Accounting, Law, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. NATH NATNITHIKARAT Gender: Male Age : 54 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 162,508,400 Shares (26.211032 %) <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 companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	29 Sep 2017	Business Administration, Accounting, Governance/ Compliance, Strategic Management, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. AMORN TATHONG Gender: Male Age : 53 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 60,421,200 Shares (9.745355 %) <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 companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>29 Sep 2017</p>	<p>Economics, Information & Communication Technology, IT Management, Data Analysis, Statistics</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. BUNCHA WONGLEAKPAI Gender: Male Age : 48 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 4,009,000 Shares (0.646613 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 121,700 Shares (0.019629 %) <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 companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>14 Jan 2021</p>	<p>Strategic Management, Digital Marketing, Commerce, Risk Management, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. PRAKARN TAWISUWAN Gender: Male Age : 78 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,356,000 Shares (0.218710 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Apr 2022	Economics, Accounting, Risk Management, Audit, Banking

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. VORADA THANGSURBKUL Gender: Female Age : 54 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,800,000 Shares (0.290323 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	11 May 2022	Business Administration, Economics, Banking, Information & Communication Technology, Accounting

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. NIYOM TERMSRISUK Gender: Male Age : 65 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	<p>28 Sep 2022</p>	<p>Law, Corporate Management, Risk Management, Audit, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. SARUN PANHA Gender: Male Age : 49 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 7,389,800 Shares (1.191903 %) <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 companys certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	25 Apr 2024	<p>Business Administration, Risk Management, Negotiation, Transportation & Logistics, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. CHATCHAI SAIBUA Gender: Male Age : 61 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt 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 companys certificate of registration : No</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	<p>25 Apr 2024</p>	<p>Packaging, Transportation & Logistics, Electronic Components, Sustainability, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
10. Mr. CHUKKRIT WATCHARASAKSILP Gender: Male Age : 57 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes	Director (Executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director not being replaced the ex-director	25 Apr 2024	Marketing, Business Administration

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
Total (persons)		5	5	4	1	4

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

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
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Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	30.00
2. Banking	2	20.00
3. Insurance	1	10.00
4. Packaging	1	10.00
5. Commerce	1	10.00
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	2	20.00
22. Risk Management	5	50.00

Skills and expertise	Number (persons)	Percent (%)
23. Audit	2	20.00
24. Governance/ Compliance	2	20.00
25. Business Administration	6	60.00

Information about the other directors ^{(*)(**)}

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

Scope of Duties, Authorities, and Responsibilities of the Chairman of the Board of Directors

1. To consider and determine the agenda for meetings of the Board of Directors jointly with the Chief Executive Officer and the Company Secretary, ensuring that all significant and necessary matters are duly included, and to oversee that directors receive accurate, complete, clear, and timely information prior to meetings to enable appropriate consideration and decision-making.
2. To act as Chairman of the meetings of the Board of Directors and shareholders meetings, ensuring that meetings are conducted in accordance with the approved agenda, the Company's Articles of Association, and applicable laws, while appropriately allocating time to allow directors and shareholders to express their views and participate on an equitable and inclusive basis, and ensuring that shareholders' inquiries are addressed properly and transparently.

3. To promote the effective performance of the Board of Directors by overseeing regular performance evaluations of the Board as a whole, individual directors, and Board committees, and utilizing the evaluation results to further enhance the effectiveness of the Boards operations.
4. To promote a strong organizational culture and sound corporate values by leading and encouraging the Company to conduct its business with integrity, transparency, and accountability to society and the environment, in accordance with the principles of good corporate governance and the Code of Business Ethics.
5. To establish and maintain appropriate relationships between the Board of Directors and management by fostering constructive collaboration while ensuring independence between oversight and day-to-day management, without interfering in managements operational responsibilities.
6. To oversee the disclosure of information relating to potential conflicts of interest and ensure that any conflicts of interest are appropriately managed in a transparent and verifiable manner.
7. To support the sustainable growth of the organization by ensuring that the Board places emphasis on the formulation of long-term strategies that comprehensively consider risks, opportunities, and impacts on all stakeholder groups.

Scope of Duties, Authorities, and Responsibilities of the Chief Executive Officer

1. To manage and oversee the overall operations of the Company and its subsidiaries, including strategy, policies, operations, and day-to-day management, in accordance with the goals, direction, vision, and mission approved by the Board of Directors.
2. To prepare and propose policies, business plans, strategic plans, annual operating plans, and annual budgets of the Company and its subsidiaries, including the organizational structure and management authority framework, for the consideration and approval of the Board of Directors.
3. To supervise, monitor, and evaluate operational performance to ensure alignment with approved policies and plans, and to regularly report operating results and progress to the Audit Committee and the Board of Directors.
4. To consider and approve operations or transactions within the scope of authority as approved by the Board of Directors, in accordance with prescribed criteria and within the approved budget, including the execution of relevant agreements and contracts.
5. To approve expenditures within the approved budget and in accordance with the authority delegated by the Board of Directors, provided that appropriate and auditable internal control systems are in place.
6. To have the authority to approve manpower plans, recruitment and employment, determination of salaries, remuneration, and bonuses, as well as the appointment, transfer, and reassignment of employees, including defining the duties and responsibilities of each department and position at all levels.
7. To have the authority to issue internal orders, regulations, announcements, and rules to ensure that management and internal operations are conducted efficiently and systematically, in line with the Companys policies.
8. To have the authority to appoint advisors or various working committees to support management operations for the benefit of effective, efficient, and transparent management, and to delegate authority to one or more internal persons to act on certain matters on the Chief Executive Officers behalf, subject to appropriate control principles. Such delegated authority may be granted for such scope and duration as deemed appropriate by the Chief Executive Officer, who may revoke, amend, modify, or change the delegation or the authorized persons at his/her discretion.
9. To perform any other duties as assigned by the Board of Directors, under the principles of transparency, accountability, and fairness.

In the event that the Chief Executive Officer, any person delegated by the Chief Executive Officer, or any person who may have a conflict of interest (as defined under the notifications of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or other relevant regulatory authorities) has an interest or a conflict of interest with the Company and/or its subsidiaries and/or related companies, the Chief Executive Officer shall have no authority to approve such matter. Such matters must be proposed to the meeting of the Board of Directors and/or the

shareholders meeting (as the case may be) for approval, except for transactions conducted in the normal course of business and on normal commercial terms in accordance with the relevant notifications of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or other relevant authorities.

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.

Term of Office

- Directors shall hold office for a term of three (3) years. Upon the expiration of the term, a director who vacates office may be eligible for reappointment for another term.
- Independent directors may serve continuously for a period not exceeding nine (9) years from the date of their first appointment. Any extension of tenure beyond nine (9) years shall be subject to careful consideration by the Board of Directors, with the reasons for such extension disclosed to the shareholders meeting.

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.

Term of Office

Members of the Audit Committee shall hold office for a term equivalent to their tenure as directors of the Company, being three (3) years per term. Upon the expiration of the term, they may be eligible for reappointment as deemed appropriate by the Board of Directors or the shareholders meeting.

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

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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.

Term of Office

The Risk Management Committee shall be appointed by the Board of Directors and shall hold office for a term of three (3) years commencing from the date of appointment, or for a term equivalent to their tenure as directors of the Company, whichever period expires earlier. Upon the expiration of the term, members of the Risk Management Committee may be eligible for reappointment as deemed appropriate by the Board of Directors.

Reference link for the charter

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Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

1. 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.

Term of Office

Members of the Nomination and Remuneration Committee shall hold office for a term of not more than three (3) years commencing from the date of appointment, or for a term equivalent to their tenure as directors of the Company (in the case where a member is also a director of the Company), whichever period expires earlier. Upon the expiration of the term, committee members may be eligible for reappointment as deemed appropriate by the Board of Directors.

For independent directors, the term of office shall be in accordance with the Company's policy on directors tenure (e.g., a cumulative term not exceeding nine (9) consecutive years), unless the Board of Directors, after due and careful consideration, resolves otherwise and discloses the reasons to the shareholders.

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.

1. Good Corporate Governance:

- 1.1 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.
- 1.2 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.
- 1.3 Promote integrated organizational management, including governance, risk management, internal control, and compliance (GRC), for effectiveness.

2. Sustainable Development:

- 2.1 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.
- 2.2 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.
- 2.3 Oversee, monitor, evaluate, and disclose sustainable development performance data in a balanced and efficient manner, maximizing benefits for the Company and its stakeholders.

3. Others:

- 3.1 Perform other duties as assigned by the Board of Directors.
- 3.2 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.

4. Term of Office

- 4.1 committee members shall hold office for a term of three (3) years commencing from the date of appointment.

4.2 Upon the expiration of the term, a director may be eligible for reappointment subject to the consideration and approval of the Board of Directors, provided that such director continues to possess appropriate qualifications and is able to contribute to the Company's ongoing operations and development.

4.3 During the term of office, in the event of any restructuring of the Board of Directors that affects the composition of the Board, the Company may appoint new directors or make adjustments to directors' positions, as deemed appropriate.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. PRAKARN TAWISUWAN ^(*) Gender: Male Age : 78 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	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	26 Apr 2022	Economics, Accounting, Risk Management, Audit, Banking

List of directors	Position	Appointment date of audit committee member	Skills and expertise
2. Ms. VORADA THANGSURBKUL Gender: Female Age : 54 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	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	11 May 2022	Business Administration, Economics, Banking, Information & Communication Technology, Accounting
3. Mr. NIYOM TERMSRISUK Gender: Male Age : 65 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	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	28 Sep 2022	Law, Corporate Management, Risk Management, Audit, Governance/ Compliance

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
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List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. NATH NATNITHIKARAT Gender: Male Age : 54 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>	<p>The chairman of the executive committee</p>	<p>1 Oct 2017</p>
<p>2. Mr. AMORN TATHONG Gender: Male Age : 53 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>	<p>Member of the executive committee</p>	<p>29 Sep 2017</p>
<p>3. Mr. SARUN PANHA Gender: Male Age : 49 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</p>	<p>Member of the executive committee</p>	<p>2 Oct 2023</p>
<p>4. Mr. CHATCHAI SAIBUA Gender: Male Age : 61 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>	<p>Member of the executive committee</p>	<p>1 Jul 2018</p>

List of committee members	Position	Appointment date of executive committee member
<p>5. Mr. BUNCHA WONGLEAKPAI Gender: Male Age : 48 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>	<p>Member of the executive committee</p>	<p>14 Jan 2021</p>
<p>6. Mr. CHUKKRIT WATCHARASAKSILP Gender: Male Age : 57 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>	<p>Member of the executive committee</p>	<p>2 Oct 2017</p>
<p>7. Ms. PIYATHIDA PAPAKEE Gender: Female Age : 41 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>	<p>Member of the executive committee</p>	<p>2 Oct 2017</p>
<p>8. Mrs. ANOCHA LOETJAROENWAT Gender: Female Age : 58 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</p>	<p>Member of the executive committee</p>	<p>2 Oct 2023</p>

List of committee members	Position	Appointment date of executive committee member
9. Mr. SARAN THITAVASANTA Gender: Male Age : 43 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
10. Ms. CHANANYA JAISIN Gender: Female Age : 41 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

Other Subcommittees

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)
	Ms. PIYATHIDA PAPAKEE	Member of the subcommittee
	Ms. CHANANYA JAISIN	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. PISIT KAIYAKIT	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
	Mr. NATH NATNITHIKARAT	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

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. NATH NATNITHIKARAT Gender: Male Age : 54 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>	<p>29 Sep 2017</p>	<p>Business Administration, Accounting, Governance/ Compliance, Strategic Management, Leadership</p>
<p>2. Mr. SARUN PANHA Gender: Male Age : 49 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>	<p>Chief Commercial Officer</p>	<p>1 Oct 2023</p>	<p>Business Administration, Risk Management, Negotiation, Transportation & Logistics, Marketing</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Ms. PIYATHIDA PAPAKEE (*)</p> <p>Gender: Female Age : 41 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>	<p>2 Oct 2017</p>	<p>Budgeting, Accounting, Finance, Data Analysis, Risk Management</p>
<p>4. Mr. CHATCHAI SAIBUA</p> <p>Gender: Male Age : 61 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>	<p>1 Jul 2018</p>	<p>Packaging, Transportation & Logistics, Electronic Components, Sustainability, Risk Management</p>
<p>5. Mr. PISIT KAIYAKIT</p> <p>Gender: Male Age : 43 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>	<p>Acting Chief Technology Officer</p>	<p>1 Feb 2019</p>	<p>Information & Communication Technology, IT Management, Data Analysis, Statistics, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
<p>6. Mrs. ANOCHA LOETJAROENWAT</p> <p>Gender: Female</p> <p>Age : 58 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>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>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</p> <p>Gender: Female</p> <p>Age : 41 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>Residing in Thailand : No</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Chief Marketing Officer	19 Jul 2024	Economics, Marketing, Data Analysis, Digital Marketing, Brand Management

List of executives	Position	First appointment date	Skills and expertise
8. Mr. SARAN THITAVASANTA Gender: Male Age : 43 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	Deputy CEO	19 Feb 2024	Economics, Business Administration, Marketing, Strategic Management, Brand Management
9. Mr. CHUKKRIT WATCHARASAKSILP Gender: Male Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy CEO	25 Apr 2024	Marketing, Business Administration

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

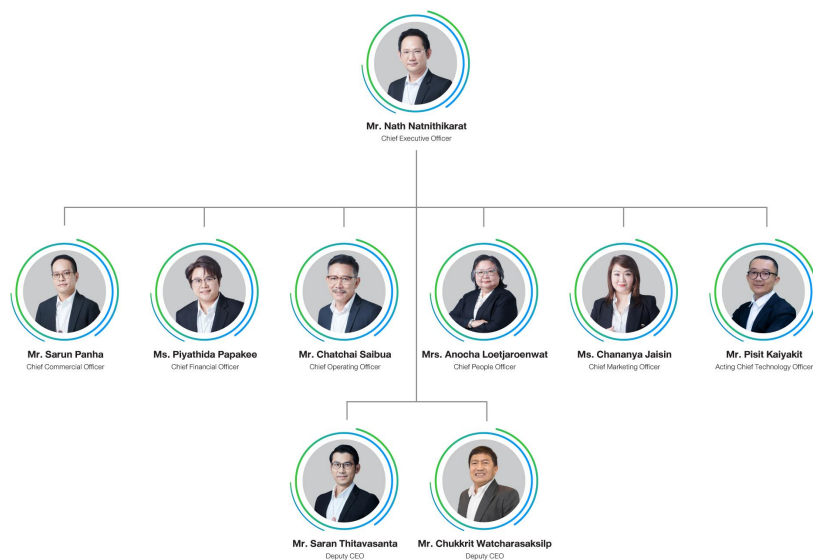
(**) Accounting supervisor

(***) 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



Executive Organizational Chart

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 have : Doesnt 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

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	30,357,743.76	50,018,917.97	50,399,882.92

Other remunerations of executive directors and executives

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

Outstanding remuneration or benefits of executive directors and executives

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

Estimated remuneration of executive directors and executives in the current year : 0.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. 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 900

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	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Phakamas Thepthong	company-secretary@advice.co.th	02 908 8888 ต่อ 900

Head of investor relations

Does the Company have an appointed head of : Have
investor 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 900

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	2,650,000.00	Types of non-audit service : Accounting advisory service fees for the Company and its subsidiaries. Details of non-audit service : To provide accounting consultancy services by reviewing the company's current accounting policies, and providing observations regarding the existing policies and accounting treatments in accordance with Thai Financial Reporting Standards (TFRS) for each line item in the financial statements, within the agreed-upon scope of work. Amount paid during the fiscal year 650,000.00 baht Total non-audit fee 650,000.00 baht	1. Mr. PIYA CHAIPRUCKMALAKARN Email: piya.chaipruckmalakarn@th.ey.com License number: 7544

Details of the auditors of the subsidiaries⁽²⁾

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	1,400,000.00	-	1. Mr. PIYA CHAIPRUCKMALAKARN Email: piya.chaipruckmalakarn@th.ey.com License number: 7544

Remark: ⁽²⁾ In 2025, the Company did not incur any non-audit fees paid to the external auditor.

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

The Board of Directors plays a critical role in setting the Companys policy direction and strategic priorities to support sustainable growth, enhance competitiveness, and create long-term value for shareholders and all stakeholder groups. The Board reviews and approves the Companys objectives, key business goals, vision, mission, strategic plans, and annual budgets, and closely monitors managements performance to ensure that operations are aligned with the approved strategy and responsive to the evolving business environment.

In addition, the Board places strong emphasis on fostering an appropriate corporate culture and organizational values. The Board promotes ethical business conduct, transparency, accountability, and responsible decision-making, while taking into consideration the interests of stakeholders. The Board also supports continuous improvements in operational efficiency and organizational effectiveness in order to strengthen the Companys agility and competitiveness over the long term.

From a governance perspective, the Board oversees the establishment of an appropriate governance structure, including the Boards composition and the structure of its sub-committees, to ensure that roles, duties, and responsibilities are clearly defined and effectively executed. The Board and its sub-committees conduct annual performance evaluations, and the results are used to enhance governance practices and improve the effectiveness of Board oversight on an ongoing basis.

The Board also provides oversight on executive and leadership matters, including the recruitment, appointment, development, and remuneration of directors and senior executives. Such oversight is designed to ensure that compensation and performance evaluation frameworks are appropriate, transparent, and aligned with the Companys responsibilities and performance, thereby supporting effective leadership and organizational management.

With respect to internal control and enterprise risk management, the Board assigns the Audit Committee to regularly review the adequacy and effectiveness of the Companys internal control system. The Audit Committee reviews internal audit reports on a quarterly basis to ensure that internal controls remain appropriate and effective in supporting the Companys operations. In addition, the Audit Committee monitors the progress of corrective actions to ensure that management implements improvements in accordance with internal audit recommendations within the specified timeframe. The Board remains committed to continuously strengthening internal controls and risk management practices to ensure that the Company is well-positioned to manage uncertainties and potential impacts arising from changes in the business environment.

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. CHATCHAI SAIBUA	Director	25 Apr 2024	Packaging, Transportation & Logistics, Electronic Components, Sustainability, Risk Management
Mr. CHUKKRIT WATCHARASAKSILP	Director	25 Apr 2024	Marketing, Business Administration

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 over the past year : No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

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

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
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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, Independent director)	Non-participating	-
2. Mr. NATH NATNITHIKARAT (Director)	Participating	<p>Other</p> <ul style="list-style-type: none"> • 2025: Circular Economy Implementation (CE 201) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: ESG Risk Management (ESG 201) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: ESG in Action (ESG 101) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: Value Chain Analysis (S02_1) Center for Sustainable Business Development, The Stock Exchange of Thailand
3. Mr. AMORN TATHONG (Director)	Non-participating	-
4. Mr. BUNCHA WONGLEAKPAI (Director)	Participating	<p>Other</p> <ul style="list-style-type: none"> • 2025: Circular Economy Implementation (CE 201) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: ESG Risk Management (ESG 201) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: ESG in Action (ESG 101) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: Value Chain Analysis (S02_1) Center for Sustainable Business Development, The Stock Exchange of Thailand

List of directors	Participation in training in the past financial year	History of training participation
5. Mr. PRAKARN TAWISUWAN (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> • 2025: 2025 Annual Audit Committee Seminar under the theme "In the Winds of Change: When the world changes, how will you adapt?" by EY Thailand
6. Ms. VORADA THANGSURBKUL (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> • 2025: 2025 Annual Audit Committee Seminar under the theme "In the Winds of Change: When the world changes, how will you adapt?" by EY Thailand
7. Mr. NIYOM TERMSRISUK (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> • 2025: 2025 Annual Audit Committee Seminar under the theme "In the Winds of Change: When the world changes, how will you adapt?" by EY Thailand • 2025: Intensive Strategic Foresight (ISF 2/2025)
8. Mr. SARUN PANHA (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: Circular Economy Implementation (CE 201) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: ESG Risk Management (ESG 201) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: ESG in Action (ESG 101) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: Value Chain Analysis (S02_1) Center for Sustainable Business Development, The Stock Exchange of Thailand

List of directors	Participation in training in the past financial year	History of training participation
9. Mr. CHATCHAI SAIBUA (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: Circular Economy Implementation (CE 201) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: ESG Risk Management (ESG 201) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: ESG in Action (ESG 101) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: Value Chain Analysis (S02_1) Center for Sustainable Business Development, The Stock Exchange of Thailand
10. Mr. CHUKKRIT WATCHARASAKSILP (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: Circular Economy Implementation (CE 201) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: ESG Risk Management (ESG 201) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: ESG in Action (ESG 101) Center for Sustainable Business Development, The Stock Exchange of Thailand • 2025: Value Chain Analysis (S02_1) Center for Sustainable Business Development, The Stock Exchange of Thailand

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 : 5
 past year (times)
 Date of AGM meeting : 28 Apr 2025
 EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. SANIT RANGNOI (Chairman of the board of directors, Independent director)	5	/	5	1	/	1		/	
2. Mr. NATH NATNITHIKARAT (Director)	5	/	5	1	/	1		/	
3. Mr. AMORN TATHONG (Director)	5	/	5	1	/	1		/	
4. Mr. BUNCHA WONGLEAKPAI (Director)	5	/	5	1	/	1		/	
5. Mr. PRAKARN TAWISUWAN (Director, Independent director)	5	/	5	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
6. Ms. VORADA THANGSURBKUL (Director, Independent director)	5	/	5	1	/	1		/	
7. Mr. NIYOM TERMSRISUK (Director, Independent director)	5	/	5	1	/	1		/	
8. Mr. SARUN PANHA (Director)	5	/	5	1	/	1		/	
9. Mr. CHATCHAI SAIBUA (Director)	5	/	5	1	/	1		/	
10. Mr. CHUKKRIT WATCHARASAKSILP (Director)	5	/	5	1	/	1		/	

Remarks

Type of meeting

In 2025, all of Board of the directors meeting was held on-site (Physical Meeting)

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. SANIT RANGNOI (Chairman of the board of directors)	5/5 (100.00%)	1/1 (100.00%)	N/A
2. Mr. NATH NATNITHIKARAT (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
3. Mr. AMORN TATHONG (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
4. Mr. BUNCHA WONGLEAKPAI (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
5. Mr. PRAKARN TAWISUWAN (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
6. Ms. VORADA THANGSURBKUL (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
7. Mr. NIYOM TERMSRISUK (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
8. Mr. SARUN PANHA (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
9. Mr. CHATCHAI SAIBUA (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
10. Mr. CHUKKRIT WATCHARASAKSILP (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

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

Remuneration of the board of directors

Types of remuneration of the board of directors

The Annual General Meeting of Shareholders for 2025, held on 28 April 2025, approved the remuneration policy for the Board of Directors and its subcommittees in monetary form, with a total budget not exceeding **THB 10 million per year.**

Such remuneration consists of the following components:

- Monthly remuneration
- Meeting allowances
- Annual remuneration (bonus) for non-executive directors

The Company does not have a policy to provide director remuneration in any form other than monetary compensation.

1. Monthly Remuneration

Position	Remuneration
Chairman of the Board	THB 150,000 per month
Chairman of the Audit Committee	THB 120,000 per month
Director	THB 40,000 per month
Audit Committee Member	THB 100,000 per month

2. Allowance

Position	Meeting Allowance
Chairman of the Board	THB 35,000 per meeting
Chairman of the Audit Committee	THB 30,000 per meeting
Chairman of the Risk Management Committee	THB 30,000 per meeting
Chairman of the Nomination and Remuneration Committee	THB 30,000 per meeting
Chairman of the Corporate Governance and Sustainability Committee	THB 30,000 per meeting
Director	THB 20,000 per meeting
Audit Committee Member	THB 20,000 per meeting
Risk Management Committee Member	THB 20,000 per meeting
Nomination and Remuneration Committee Member	THB 20,000 per meeting
Corporate Governance and Sustainability Committee Member	THB 20,000 per meeting

3. Annual Remuneration (Bonus)

The Company may consider granting **annual remuneration (bonus)** to non-executive directors when the Company's operating performance and risk level are deemed appropriate in accordance with the established targets. Such payment must remain within the total remuneration limit approved by the shareholders meeting.

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, Independent director)			2,125,000.00		N/A
Board of Directors (Chairman of the board of directors)	175,000.00	1,950,000.00	2,125,000.00	No	
2. Mr. NATH NATNITHIKARAT (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
Executive Committee (The chairman of the executive committee)	N/A	N/A	N/A	No	
Nomination and Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
3. Mr. AMORN TATHONG (Director)			1,554,896.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	100,000.00	1,454,896.00	1,554,896.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
4. Mr. BUNCHA WONGLEAKPAI (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
5. Mr. PRAKARN TAWISUWAN (Director, Independent director)			2,070,000.00		N/A
Board of Directors (Director)	100,000.00	N/A	100,000.00	No	
Audit Committee (Chairman of the audit committee)	150,000.00	1,560,000.00	1,710,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	120,000.00	N/A	120,000.00	No	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	60,000.00	N/A	60,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination and Remuneration Committee (Member of the subcommittee)	80,000.00	N/A	80,000.00	No	
6. Ms. VORADA THANGSURBKUL (Director, Independent director)			1,760,000.00		N/A
Board of Directors (Director)	100,000.00	N/A	100,000.00	No	
Audit Committee (Member of the audit committee)	100,000.00	1,300,000.00	1,400,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	120,000.00	N/A	120,000.00	No	
Risk Management Committee (Member of the subcommittee)	80,000.00	N/A	80,000.00	No	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	60,000.00	N/A	60,000.00	No	
7. Mr. NIYOM TERMSRISUK (Director, Independent director)			1,750,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	100,000.00	N/A	100,000.00	No	
Audit Committee (Member of the audit committee)	100,000.00	1,300,000.00	1,400,000.00	No	
Corporate Governance and Sustainable Development Committee (The chairman of the subcommittee)	90,000.00	N/A	90,000.00	No	
Risk Management Committee (Member of the subcommittee)	80,000.00	N/A	80,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	80,000.00	N/A	80,000.00	No	
8. Mr. SARUN PANHA (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
Risk Management Committee (Member of the subcommittee)	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	
9. Mr. CHATCHAI SAIBUA (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
10. Mr. CHUKKRIT WATCHARASAKSILP (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
11. Ms. PIYATHIDA PAPAKEE (Member of the executive committee)			N/A		N/A

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 (Member of the executive committee)	N/A	N/A	N/A	No	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
12. Mrs. ANOCHA LOETJAROENWAT (Member of the executive committee)			N/A		N/A
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
13. Mr. SARAN THITAVASANTA (Member of the executive committee)			N/A		N/A
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
14. Ms. CHANANYA JAISIN (Member of the executive committee)			N/A		N/A

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 (Member of the executive committee)	N/A	N/A	N/A	No	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
15. Mr. PISIT KAIYAKIT (Member of the subcommittee)			N/A		N/A
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
16. Mr. NATH NATNITHIKARAT (Member of the subcommittee)			N/A		N/A
Risk Management Committee (Member of the subcommittee)	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	575,000.00	3,404,896.00	3,979,896.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
2. Audit Committee	350,000.00	4,160,000.00	4,510,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Committee	280,000.00	0.00	280,000.00
5. Nomination and Remuneration Committee	280,000.00	0.00	280,000.00
6. Corporate Governance and Sustainable Development Committee	210,000.00	0.00	210,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,365,000.00	12,400,000.00	1,695,000.00
Other monetary remuneration (Baht)	4,791,210.00	1,605,000.00	7,564,896.00
Total (Baht)	6,156,210.00	14,005,000.00	9,259,896.00

Remunerations or benefits pending payment to the board of directors

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

Remarks

Notes to the Statement of Directors' Remuneration

Remuneration for Non-Executive Directors

The Company considers providing additional remuneration to Non-Executive Directors beyond their standard board compensation. This is determined in accordance with their duties, responsibilities, and specific assignments as deemed appropriate.

Other Benefits

The Company provides Group Insurance coverage to the Board of Directors to enhance their welfare and support the efficient performance of their duties.

Remuneration for the Corporate Governance and Sustainability Committee

Regarding the meeting allowance payments for the Corporate Governance and Sustainability Committee for the year 2025, the details are as follows:

1. The Company shall pay meeting allowances for Meeting No. 3 through Meeting No. 5 of 2025 only.
2. For Meeting No. 1 and Meeting No. 2, the Committee members have expressed their intent to waive their right to receive meeting allowances for the following reasons:
 - Approval Process: During that period, the remuneration policy for this specific committee was still under review and had not yet been approved by the Shareholders' Meeting.
 - Nature of Operations: Meetings No. 1 and 2 were conducted to prepare for the committees establishment and to define the initial working structure. As these meetings took place before the commencement of official core missions, the Committee members have voluntarily declined retroactive meeting allowances for the aforementioned sessions.

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, 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.

In 2025, the Company communicated and raised awareness of the aforementioned guidelines among personnel at all levels, including directors, executives, and employees, through email communications and the Company's internal application (AV STAFF), in order to ensure that such guidelines are acknowledged and strictly complied with. The Company's personnel are required to avoid any actions or decisions that may give rise to conflicts of interest and to give due consideration to the interests of stakeholders as a priority over personal interests. In this regard, the Audit Committee and the Board of Directors will continue to supervise, control, and monitor the use of inside information to ensure compliance with applicable laws and the principles of good corporate governance on an ongoing basis.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

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.

5) In the event that directors, senior executives, as well as executives in accounting or finance functions at the level of department manager or above, or equivalent (as defined by the Capital Market Supervisory Board and the Stock Exchange of Thailand), wish to purchase, sell, transfer, or receive a transfer of the Company's securities, the Company requires such persons to notify the Board of Directors or a person designated by the Board of Directors of their intention at least **one (1) day in advance** prior to undertaking such transaction.

Throughout the year 2025, there were **no cases** in which the Company's directors or senior executives engaged in securities trading using inside information.

Note : All of the above-mentioned directors and executives have no record of being penalized for violations under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003) during the past three years in respect of the following offenses:

1. Acting dishonestly or with gross negligence;
2. Disclosing or disseminating false information or statements that may cause material misunderstanding, or concealing material facts that should have been disclosed, which may affect the decision-making of shareholders, investors, or relevant persons.

In addition, in 2025, the Company conducted communications and awareness-building activities for personnel at all levels of the organization, including directors, executives, and employees, to ensure strict compliance with the established guidelines. This was carried out through email communications and the Company's internal application platform (AV STAFF), as a reminder regarding transactions or activities that may lead to the misuse of inside information. The Company also promotes directors and executives to act as good role models in refraining from the use of inside information for personal benefit. In this regard, the Audit Committee and the Board of Directors are responsible for supervising, controlling, and continuously monitoring the use of inside information to ensure compliance with applicable laws and good corporate governance principles.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : The participation in anti-corruption projects

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.

In this regard, in 2025, the Company communicated and raised awareness of the aforementioned guidelines among personnel at all levels, including directors, executives, and employees, through email communications and the Companys internal application (AV STAFF), to ensure that such guidelines are duly acknowledged and strictly complied with. The Companys personnel are required to avoid any actions or decisions that may give rise to conflicts of interest and to give priority to the interests of stakeholders over personal interests. In this respect, the Audit Committee and the Board of Directors will continue to supervise, control, and monitor the use of inside information to ensure ongoing compliance with applicable laws and the principles of good corporate governance.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures 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

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

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

Meeting attendance of audit committee⁽³⁾

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRAKARN TAWISUWAN (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2 Ms. VORADA THANGSURBKUL (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. NIYOM TERMSRISUK (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average meeting attendance rate				(100.00%)

Remark: ⁽³⁾ In 2025, a total of five meetings were held, comprising four Audit Committee meetings and one Audit Committee meeting convened without management present.

The results of duty performance of the audit committee

In 2025, the Audit Committee performed its duties in accordance with the scope of authority specified in the Audit Committee Charter. The Committee reviewed and supervised key matters relating to financial reporting, internal control systems, internal audit, and compliance with applicable laws and regulations. The key matters are summarized as follows:

1. Review of Financial Statements

The Audit Committee reviewed the Company's financial statements for the year ended 31 December 2025, which were audited and certified by the external auditor. The Committee carefully considered the accuracy, completeness, and adequacy of the information disclosed, including significant transactions and notes to the financial statements. The Audit Committee concluded that the Company's financial statements were prepared in accordance with applicable financial reporting standards and that no material deficiencies were identified in the Company's financial reporting.

2. Consideration of the Appointment of the External Auditor, Audit Fees, and Evaluation of the Auditors Performance

The Audit Committee reviewed the qualifications, expertise, experience, performance, and independence of the external auditor, as well as the appropriateness of the audit fees and the provision of non-audit services by

the same audit firm. The Committee then proposed the appointment of the external auditor and the auditors remuneration to the Board of Directors for further submission to the Annual General Meeting of Shareholders for approval.

3. Assessment of the Adequacy of the Internal Control System

The Audit Committee monitored and reviewed the adequacy and effectiveness of the Companys internal control system on a quarterly basis, by considering reports from the internal auditor and the external auditor on a continuous basis. The Committee also followed up on the implementation of recommendations to improve internal control processes, particularly in relation to cybersecurity protection and the prevention of technology-related crimes and online fraud. The Committee ensured that management closely implemented improvement plans to prevent potential damage and reduce the risk of recurring incidents.

4. Oversight of Internal Audit Activities

The Audit Committee continuously supervised the operations of the Internal Audit function. It reviewed the appropriateness of internal control system work plans, oversaw internal audit activities and performance reviews, approved the internal audit plan for 2026, and reviewed the performance of the Internal Audit function for 2025 to ensure that internal audit activities are conducted independently, objectively, and in accordance with internal auditing standards.

5. Oversight of Legal and Regulatory Compliance

The Audit Committee monitored and ensured that the Company conducts its business in compliance with applicable laws, regulations, and requirements of relevant regulatory authorities. This oversight supports transparent and accountable operations and adherence to the principles of good corporate governance.

6. Review of Related Party Transactions

The Audit Committee reviewed the Companys related party transactions for the 2025 fiscal year and concluded that such transactions were conducted on reasonable and fair terms, did not cause damage to the Company, and that no improper transfer of benefits was identified.

7. Performance Evaluation of the Audit Committee

The Audit Committee conducted its annual performance evaluation for 2025, both at the committee level and on an individual basis, in accordance with the guidelines of the Stock Exchange of Thailand. The evaluation results indicated that the Audit Committee possesses appropriate composition and qualifications and has effectively performed its duties within the scope defined in the Audit Committee Charter.

In addition, the Audit Committee reviews the Audit Committee Charter annually to ensure its appropriateness and alignment with best practices, as well as with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

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⁽⁴⁾

Meeting Executive Committee (times) : 14

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. NATH NATNITHIKARAT (The chairman of the executive committee)	12	/	14	12/14 (85.71%)
2 Mr. AMORN TATHONG (Member of the executive committee)	14	/	14	14/14 (100.00%)
3 Mr. SARUN PANHA (Member of the executive committee)	12	/	14	12/14 (85.71%)
4 Mr. CHATCHAI SAIBUA (Member of the executive committee)	14	/	14	14/14 (100.00%)
5 Mr. BUNCHA WONGLEAKPAI (Member of the executive committee)	14	/	14	14/14 (100.00%)
6 Mr. CHUKKRIT WATCHARASAKSILP (Member of the executive committee)	13	/	14	13/14 (92.86%)
7 Ms. PIYATHIDA PAPAKEE (Member of the executive committee)	14	/	14	14/14 (100.00%)
8 Mrs. ANOCHA LOETJAROENWAT (Member of the executive committee)	12	/	14	12/14 (85.71%)
9 Mr. SARAN THITAVASANTA (Member of the executive committee)	12	/	14	12/14 (85.71%)
10 Ms. CHANANYA JAISIN (Member of the executive committee)	12	/	14	12/14 (85.71%)
Average meeting attendance rate				(92.14%)

The results of duty performance of Executive Committee

In **2025**, the Executive Committee performed its duties in accordance with the authority delegated by the Board of Directors. The Committee considered, supervised, and monitored the Companys operations on key matters relating to strategic direction, operational performance management, and overall business governance. The key matters are summarized as follows:

1. Strategic Direction and Business Planning

The Executive Committee reviewed and determined the Companys strategic direction, including the annual business plan and budget. It also established appropriate management structures and operational guidelines in response to the prevailing business environment and market conditions, enabling the Company to effectively meet customer needs while maintaining prudent cost and expense management. In addition, the Executive

Committee incorporated **Environmental, Social, and Governance (ESG)** considerations into the business planning process to support sustainable business operations and create value for all stakeholders before proposing such plans to the Board of Directors for approval.

2. Monitoring of the Companys Performance

The Executive Committee regularly monitored and supervised the Companys operating performance on a monthly basis. Performance was reviewed by key functional areas, including accounting, sales, logistics, and other related departments, in order to assess progress against the established plans and targets and to consider measures to further improve operational efficiency.

3. Consideration of the Dividend Policy

The Executive Committee reviewed and provided recommendations regarding the Companys dividend policy, taking into account operating results, financial position, cash flow, and the Companys investment plans, before proposing the matter to the Board of Directors for further consideration and approval.

4. Consideration and Approval of Significant Transactions

The Executive Committee reviewed and approved significant transactions of the Company within the scope of authority delegated by the Board of Directors, such as investments or other significant business transactions, in order to support the Companys growth and enhance operational efficiency.

5. Establishment and Review of Operational Policies

The Executive Committee considered, developed, reviewed, and approved key policies and operational guidelines of the Company, including internal control policies and anti-corruption policies. It also reviewed the internal control system adequacy assessment to ensure that the Companys operations are conducted efficiently, transparently, and in accordance with the principles of good corporate governance.

Remark: (4) Mr. Nath Natnithikarat, Mr. Saran Panha, Mrs. Anocha Loetjaroenwat, Mr. Saran Thitavasanta, and Ms. Chananya Jaisin were unable to attend two meetings of the Executive Committee due to important commitments.

Mr. Chukkrit Watcharasaksilp was unable to attend one meeting of the Executive Committee due to an important commitment.

Meeting attendance of Risk Management Committee⁽⁵⁾

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRAKARN TAWISUWAN (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. NIYOM TERMSRISUK (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Ms. VORADA THANGSURBKUL (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
4 Ms. PIYATHIDA PAPAKEE (Member of the subcommittee)	3	/	4	3/4 (75.00%)
5 Ms. CHANANYA JAISIN (Member of the subcommittee)	3	/	4	3/4 (75.00%)
6 Mr. PISIT KAIYAKIT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
7 Mrs. ANOCHA LOETJAROENWAT (Member of the subcommittee)	3	/	4	3/4 (75.00%)
8 Mr. SARUN PANHA (Member of the subcommittee)	3	/	4	3/4 (75.00%)
9 Mr. CHATCHAI SAIBUA (Member of the subcommittee)	3	/	4	3/4 (75.00%)
10 Mr. NATH NATNITHIKARAT (Member of the subcommittee)	3	/	4	3/4 (75.00%)
Average meeting attendance rate				(85.00%)

The results of duty performance of Risk Management Committee

In 2025, the Risk Management Committee performed its duties by continuously monitoring and supporting the development of the Companys risk management system. The Committee focused on establishing a clear risk management framework that can effectively support the Companys organizational decision-making. The key activities are summarized as follows:

1. Monitoring and acknowledging reports on the Companys significant risk status, including the progress of risk mitigation measures, in order to support oversight and provide ongoing recommendations to management.
2. Supporting the development of the Companys Risk Management Manual to serve as a guideline for identifying, assessing, and controlling risks at the departmental level, forming the foundation for the further development of the Companys enterprise risk management system.

3. Reviewing and providing recommendations on risks related to business plans, investment projects, and emerging risks, which were presented to the Board of Directors and management to support prudent decision-making and ensure that appropriate risk levels are taken into consideration.
4. Proposing approaches for enhancing the Companys risk management structure, including the establishment of a Risk Management Subcommittee, with clearly defined roles, duties, and responsibilities, in order to strengthen a more systematic risk management framework in the future.

Remark: ⁽⁵⁾ In 2025, a total of 4 Risk Management Committee meetings were held, comprising 3 Risk Management Committee meetings and 1 meeting of the Risk Management Committee without the presence of management.
- Mr. Pisit Kaiyakit was appointed as a member of the Risk Management Committee on 15 July 2025.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 4
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. VORADA THANGSURBKUL (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. NIYOM TERMSRISUK (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Mr. PRAKARN TAWISUWAN (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
4 Mr. NATH NATNITHIKARAT (Member of the subcommittee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee performed its duties in accordance with the authority delegated by the Board of Directors. The Committee considered key matters relating to the nomination process, the development of personnel in key positions, and the determination of compensation policies and structures for directors, executives, and employees to ensure alignment with the Companys business strategies and good corporate governance principles. The key matters are summarized as follows:

1. Nomination

● Nomination and Selection of Directors

The Nomination and Remuneration Committee reviewed and proposed qualified candidates in accordance with applicable laws and relevant criteria for appointment as directors in replacement of those retiring by rotation. The selection process considered candidates qualifications, experience, knowledge, expertise, and

suitability for the Company's business. The proposed nominees were subsequently submitted to the Board of Directors and the Annual General Meeting of Shareholders for approval. Directors retiring by rotation may be re-nominated for another term, provided that any director with a conflict of interest abstains from voting on the matter. In addition, the Company provided shareholders with the opportunity to propose qualified individuals for consideration as director candidates in advance during the period from 3 November to 31 December 2025.

- **Oversight of Executive Succession Planning**

The Committee monitored and oversaw the progress of the development and implementation of succession planning for senior executives to ensure the Company's continuous readiness in key leadership positions. The Committee carefully considered executive development approaches and the readiness of potential successors from various perspectives in a transparent manner before presenting them to the Board of Directors for consideration.

- **Consideration of Organizational Structure**

The Committee reviewed and approved adjustments to the organizational structure to enhance the efficiency of the Board of Directors and its subcommittees and to ensure alignment with the Company's strategic direction and industry changes.

2. Remuneration

- **Remuneration of Directors and Subcommittees**

The Committee reviewed and approved the remuneration policy for directors and members of subcommittees, including directors bonuses. Such consideration was based on the performance of each director and benchmarking against remuneration levels of listed companies within the same industry or companies of comparable size, ensuring that remuneration remains appropriate and competitive to attract capable individuals.

- **Remuneration of Senior Executives**

The Committee reviewed and approved the remuneration and bonuses of senior executives, taking into account each executive's performance and the achievement of the Company's business objectives.

- **Employee Compensation**

The Committee reviewed and approved salary adjustments and bonus payments for employees by considering factors such as years of service, position level, annual performance evaluation results, the Company's operating performance, and the projected core inflation rate. This approach ensures that the Company's compensation management is appropriate, fair, and consistent with prevailing economic conditions.

Meeting attendance of Corporate Governance and Sustainable Development

Committee

Meeting Corporate Governance and : 5
Sustainable Development Committee (times)

List of Directors	Meeting attendance of Corporate Governance and Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. NIYOM TERMSRISUK (The chairman of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
2 Mr. PRAKARN TAWISUWAN (Member of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
3 Ms. VORADA THANGSURBKUL (Member of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
4 Mr. NATH NATNITHIKARAT (Member of the subcommittee)	5	/	5	5/5 (100.00%)
5 Mr. CHATCHAI SAIBUA (Member of the subcommittee)	5	/	5	5/5 (100.00%)
Average meeting attendance rate				(100.00%)

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

In 2025, the Corporate Governance and Sustainability Committee played a significant role in strengthening the Company's governance framework and sustainability management. The Committee focused on enhancing systematic processes, aligning sustainability initiatives with business strategy, and ensuring greater consistency with international standards. The key achievements are summarized as follows:

1. Corporate Governance

1.1 Strengthening the Organizational Sustainability Governance Structure

The Company enhanced its sustainability governance structure to provide greater clarity and effectiveness. A dedicated Corporate Governance and Sustainability Working Team was established, with clearly defined roles, responsibilities, and reporting lines. This development has enabled the Company to drive ESG policies more efficiently and consistently across the organization.

1.2 Establishing the Foundation for the Company's Anti-Corruption Framework

The Company declared its intention to join the Private Sector Collective Action Against Corruption (CAC) in Thailand and initiated the development of relevant systems, policies, and internal control measures. This initiative has strengthened the Company's framework for managing corruption-related risks and enhanced stakeholders' confidence in the organization's transparency.

1.3 Developing a Sustainability Strategy Framework Aligned with Business Direction

The Company began developing its sustainability strategy in collaboration with an external consultant, focusing on integrating ESG issues with business direction, risks, and industry opportunities. As a result, the Company now has a clearer sustainability framework that will support the establishment of medium- and long-term sustainability targets in the future.

1.4 Enhancing the Sustainability Materiality Assessment Process

The Company reviewed and improved its materiality identification process by considering business impacts, risks, and stakeholder expectations. This process enabled the Company to clearly identify sustainability issues that are material to the organization and to use them as a foundation for future ESG strategy development.

1.5 Improving the Credibility of Environmental Data

The Company conducted verification of its organizational carbon footprint data, which has strengthened the credibility of its environmental information. This initiative also represents an important starting point for establishing long-term greenhouse gas management approaches.

1.6 Promoting Environmental and Social Initiatives Aligned with Business Operations

The Company continued to implement environmental and social initiatives with a focus on creating long-term value for the business and its stakeholders. These initiatives help enhance the Company's corporate image, strengthen stakeholder confidence, and support sustainable business growth.

2. Driving Business Toward Sustainability

In 2025, the Company improved and enhanced several key sections under the topic of driving the business toward sustainability in order to align with the results of analyses and implementation approaches being developed in collaboration with an external consultant. The key improvements include the following:

- Establishing both short-term and long-term targets, along with clear performance indicators covering environmental, social, and governance (ESG) dimensions.
- Enhancing processes across the value chain, including identifying stakeholder expectations and strengthening the Company's response mechanisms based on in-depth analysis conducted by the consultant.
- Defining a key organizational target to achieve net zero greenhouse gas emissions by 2050, in alignment with Thailand's national commitments and international standards.
- Conducting a Gap Analysis of disclosures in accordance with GRI Standards, focusing on actionable quick-win areas that can be implemented immediately based on the consultant's recommendations.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company Committed to operating the business for stable and sustainable growth, while creating shared value for all stakeholders throughout the value chain. This is achieved by integrating sustainability concepts covering economic, social, and environmental dimensions, under the principles of good governance and international risk management, into corporate strategy and daily operations, to enhance the confidence of shareholders, investors, customers, employees, partners, and society. The following five key sustainability practices have been established:

1. Good Corporate Governance

The Company recognizes that good corporate governance is the foundation of sustainability. Therefore, it is committed to conducting business with transparency, accountability, and consideration for the best interests of the company and its stakeholders, through management based on the principles of good corporate governance 2017, with the following priorities:

- (1) Operate with honesty, transparency, business ethics, appropriate internal control systems, and effective risk management systems.
- (2) Adhere to an anti-corruption policy at all levels and support an organizational culture committed to integrity.
- (3) Strictly comply with relevant laws, regulations, and requirements of regulatory bodies.
- (4) Prioritize cybersecurity and personal data protection, with appropriate measures to prevent data breaches, cyberattacks, and data violations, to build trust in the business value chain.
- (5) Establish a safe, confidential, and protected whistleblowing mechanism with a fair investigation process.

2. Human Resource Management and Human Rights

The Company values its employees as its most valuable resource and strives to create a safe, equitable, and dignified workplace, with the following key practices:

- (1) Treat all employees equally, without discrimination, and do not tolerate harassment or bullying in any form.
- (2) Respect labor rights and human rights, including the protection of personal data of employees, customers, and stakeholders.
- (3) Manage compensation, welfare, and benefits appropriately, fairly, and in compliance with labor laws.
- (4) Continuously promote human capital development through training, skill development, and readiness for technological changes.
- (5) Promote occupational health and safety at work, aiming to reduce accidents and risks that may affect life and property.

3. Economic Development, Innovation, and Customer Responsibility

The Company aims to achieve sustainable economic growth by delivering quality products and services, meeting customer needs, and enhancing experiences through innovation and technology, with the following priorities:

- (1) Deliver quality, standardized products and services with transparent pricing and sales conditions to build customer trust.
- (2) Enhance the efficiency of distribution and service channels, both in-store and digital, to increase convenience and access to services.
- (3) Foster collaboration with business partners and allies to develop innovations and create business opportunities responsibly.
- (4) Prioritize secure customer data management and ethical technology use, including the adoption of new technologies with consideration for stakeholder impact.

(5) Support responsible procurement, considering quality, transparency, risks, and the ESG practices of supply chain partners as appropriate.

4. Social and Community Development

The Company is committed to being a part of sustainable social and community development, operating under the principles of corporate governance and social responsibility, as follows:

- (1) Promote employee participation in social activities and volunteer work to create a positive impact on the community.
- (2) Support projects that improve quality of life, access to technology, and community learning in the company's context.
- (3) Provide appropriate channels for stakeholder feedback, including standardized whistleblowing channels, and utilize suggestions to improve operations.
- (4) Encourage partners and allies to conduct business responsibly, respect human rights, and not support activities that violate rights.

5. Environmental and Resource Management

- (1) The Company is committed to conducting business with consideration for environmental impact and supporting efficient resource utilization, with the following key practices: assessing environmental and climate change risks and opportunities that may affect the business, such as energy consumption, waste management, and business continuity.
- (2) Promote efficient use of energy and resources in offices, branches, warehouses, and operational processes.
- (3) Promote waste reduction and proper waste management, including supporting circular resource utilization approaches as appropriate.
- (4) Instill environmental, occupational health, and safety awareness through continuous ESG communication and training.
- (5) Support environmentally friendly operational practices with partners and allies to enhance environmental management in the value chain.

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company prioritizes sustainability management by setting both short-term and long-term goals, covering social, environmental, and good corporate governance aspects, with details as follows.

Environment

Recognizing the severity of the climate change crisis, the Company is committed to continuously implementing projects to reduce greenhouse gas emissions. It has also set medium-term and long-term goals to achieve Net Zero Emissions by 2050 (B.E. 2593) in alignment with Thailand's aspirations.

Furthermore, additional environmental goals have been established, particularly in energy management, the use of renewable energy, efficient water resource utilization, and waste management, to further reduce the environmental impact of the Company's operations.

Society

The Company is committed to organizational development alongside social responsibility. Therefore, strategic goals have been established, covering human resource management to enhance employee capabilities and customer relationship management to achieve the highest level of satisfaction. Additionally, goals for occupational health and safety have been set to create a risk-free working environment.

The Company also emphasizes community and societal engagement, with the primary goal of leveraging its expertise and the power of technology to enhance the quality of life, as a way of giving back to society and contributing to building a strong foundation for the nation in the long term.

Corporate Governance

To reflect its commitment to transparent operations, the Company has set goals to establish and drive an anti-corruption culture through training for employees at all levels, alongside laying the groundwork for business ethics and risk management. Furthermore, goals have been set in the dimensions of data privacy and cybersecurity to address current global challenges and ensure the utmost confidentiality of critical information.

<p>United Nations SDGs that align with the organization's sustainability management goals</p>	<p>: 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, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals</p>
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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

In 2025, the Company systematically enhanced its sustainability management by adopting the principles of Double Materiality Assessment to comprehensively analyze impacts across both sustainability and financial dimensions. This process enabled the Company to clearly identify material topics, stakeholder expectations, impact levels, as well as business risks and opportunities in accordance with international standards. This resulted in a concrete review of policies, target setting, and the management of sustainability activities, aligning with the Company's context and effectively meeting the needs of all stakeholders.

Information on impacts on stakeholder management in business value chain

Business value chain

1. Primary Activities of Business Value Chain Management

(1.1) Procurement of Goods and Services (Smart Sourcing)

• **Procurement of goods** The company prioritizes sourcing goods and services from quality and cost-effective suppliers, considering both cost efficiency and social and environmental sustainability issues. The company focuses on careful selection and procurement of products to meet customer needs, reduce the risk of reliance on a single manufacturer or supplier, and enhance competitiveness in a rapidly changing industry.

Furthermore, the company has begun recording and storing data on environmentally friendly products (Green

Products) to serve as a database for procurement planning, aligning with the company's sustainability goals and consumer demand trends.

- **Monitoring product trends** The company continuously monitors new product and technology trends. Purchasing staff analyze market data in the IT and smartphone industries to inform decisions on product selection and portfolio management, ensuring suitability for market conditions.

(1.2) Warehouse Management

- **Developing an integrated warehouse management system.** to enhance competitiveness by streamlining and making work processes highly agile, covering steps from goods receipt, storage, to packaging, to ensure speed and accuracy of operations. The system is designed to be flexible and scalable, with continuous technology updates to respond to changes in the business sector and consumer behavior.
- **Applying the First-In, First-Out (FIFO) principle** fully, both in terms of physical product layout design, to efficiently manage product shelf life and reduce the risk of obsolete or expired goods.

(1.3) Distribution through various company channels

Adhering to the principle of **Smart Experience** with details as follows:

- **Providing a good experience both in the service process and product delivery.** by utilizing technology and innovation to enhance efficiency in meeting customer expectations.
- **Development of work processes** and the use of technology to enhance operational efficiency, by adjusting processes to quickly and effectively meet customer needs.
- **Listening to customer feedback** to further develop and improve services.

(1.4) Delivery of Goods and Services

- **Enhancing efficiency in goods and services delivery processes.** By integrating cooperation with logistics service partners through API connectivity to enhance the speed of data transmission and order management, which facilitates agile distribution of products to various destinations.
- **Development of distribution planning and in-store replenishment.** systematically, to balance product quantities in each branch. This enables the company to maintain a standard delivery time of 1 day for Bangkok and its vicinity, and 1-2 days for deliveries to provincial areas across all regions nationwide, thereby building trust and maximizing customer satisfaction.

(1.5) After-sales service

The company adheres to the principle of **Trustworthy After Sale Services** as follows:

- **After-sales service** aimed at building customer trust through fast and efficient support.
- **Service development and improvement** considering social and environmental impacts, to ensure customers receive prompt and highly efficient responses.
- **Satisfaction assessment** from customers and listening to feedback for service improvement.

2. Company's Support Activities in Business Value Chain Management

(2.1) Procurement

- **considering environmental impacts and adhering to good corporate governance.** including the selection of socially responsible products.
- **Adhering to transparent and fair procurement principles.** considering mutual benefits with partners and maintaining good relationships with them.

(2.2) Human Resource Management

- **Developing employees to be up-to-date and capable** in line with the company's technology and business goals.

- **Recruitment of quality personnel** and developing them to adapt in an era of rapid technological change, by providing opportunities for career advancement and attractive compensation.

(2.3) Marketing and Market Analysis

The Company conducts its marketing activities under the principle of **Responsible Marketing**, emphasizing creativity, transparency, and accountability toward consumers. The Company is committed to ensuring that its marketing practices support fair access to products and services while maintaining ethical standards in customer communication.

- **Marketing that promotes accessibility and responsible communication**

The Company strives to offer quality products and services at reasonable price levels to ensure fair access for a wide range of customer segments. The Company also leverages **Digital Marketing and Marketing Technology** to tailor communication strategies in accordance with the behaviors, preferences, and needs of different customer groups, enabling more relevant and responsible engagement with customers.

- **Responsible Data Usage**

The Company utilizes customer data and **data analytics** to develop marketing strategies and enhance customer experience. Such practices are conducted within the framework of personal data protection regulations and data security standards to ensure responsible use of information. These measures help strengthen customer trust and reinforce the Company's reputation as a responsible business.

(2.4) Technology Development

- Development **Software innovation** and technologies that enhance operational efficiency throughout business processes, including the use of data to support business and processing that meets customer needs.
- Adapting to **Industry 4.0** and emphasizing Cyber Security and personal data protection.

(2.5) Partner Management

- **Conducting business on a foundation of ethics and equality.** By adhering to compliance with Anti-corruption policy and business ethics violation. strictly.
- A **transparent compliance with trade agreements.** and emphasizes communication and **Building good relationships** with business partners and allies continuously for sustainable mutual growth.

Business value chain diagram



Advice

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"> - Adhere to fair employment principles and human rights. - Provide good compensation, benefits, and welfare. - Continuously promote potential development and career advancement for personnel. - Offer opportunities for professional growth and career stability. - Ensure job satisfaction. -Maintain adequate and appropriate occupational health and safety standards. 	<ul style="list-style-type: none"> - Consistent communication through internal channels - Employee potential assessment every year and Mid-year review - Employee training plans tailored to job responsibilities and promoting continuous skill and knowledge development - Establishment of a Succession Plan for career growth in key positions - Formulation of policies and plans for human resource development and establishment of safety and occupational health 	<ul style="list-style-type: none"> • Social Event • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		practices in operations - Implementation of an employee complaint policy (Whistle-blower Policy) - Strict adherence to the Code of Conduct, employee regulations, and relevant policies	
<u>External stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<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 disclosure of information, committed to maximizing investor satisfaction - Profitability to achieve good returns through appropriate dividend payments - Control and manage risk management with maximum efficiency. 	<ul style="list-style-type: none"> - Oversee business operations and disclose information transparently, fairly, and verifiably. - Pay appropriate dividends. - Develop business strategic plans. - Create technology and innovations to efficiently improve system quality, including management using modern technology. - Prudently manage risks by always adhering to the principle of caution. 	<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, provide impressive service, and enhance customer experience 	<ul style="list-style-type: none"> - Conducting business with good governance principles, including ethics, morality, equality, and non-exploitation of consumers, which has 	<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
	<ul style="list-style-type: none"> - Able to resolve issues quickly and beneficially for customers - Treat customers with equality, respect human rights, and do not exploit customers - Strictly adhere to terms and agreements with customers - Strictly maintain the confidentiality of customer information 	<p>always been the company's practice.</p> <ul style="list-style-type: none"> - Building customer confidence in products and services, including after-sales service, providing product warranties, and having a multi-channel complaint handling process to meet customer needs. - Providing accurate, sufficient, and timely information to customers. - Implementing quality management with ISO systems and consistently maintaining good internal control systems. - Adhering to a code of conduct for 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		maintaining customer data confidentiality.	
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> - Compliance with contracts and agreements - Emphasizing the importance of partner management, knowledge exchange, continuous product quality development, and fostering good relationships - Receiving quality goods and services at fair prices, considering the company's best interests, and adhering to business and partner ethics, transparency, and fairness, including upholding human rights as part of the value chain 	<ul style="list-style-type: none"> - Conducting business with ethics, morality, and equality, without exploitation, as a guiding principle. - Strictly adhering to all agreed-upon terms and conditions. - Supporting and promoting business partners who are socially and environmentally responsible and are part of Thailand's anti-corruption initiatives. - Strict enforcement of confidentiality regarding partner data. - Fully complying with anti-corruption policies, business 	<ul style="list-style-type: none"> • External Meeting • Complaint Reception • Satisfaction Survey • Others <ul style="list-style-type: none"> • Partner registration, clear contracts for the purchase and sale of goods and services, joint marketing with customers

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> - Maintaining the confidentiality of partner information. 	ethics, and other related policies.	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<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 negatively impact society, communities, or the environment - Job creation for nearby communities - Promote access to IT products and technology for Thai people, and skill development through the power of technology 	<ul style="list-style-type: none"> - Operate in accordance with laws and other relevant regulations in the workplace. - Respect human rights, promote social equality, be responsible, and participate in social development. - Employ personnel from areas near the company's location. - Conduct business with prudence and caution to prevent impacts on society, communities, and the environment. - Organize activities to promote and develop communities and society through technology. 	<ul style="list-style-type: none"> • Social Event • Online Communication • Complaint Reception

Information on organization's material sustainability topics

Organization's material sustainability topics⁽⁶⁾

The company has identified its sustainability : Yes
materiality topics

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

Remark: ⁽⁶⁾ In 2025, the Company conducted a materiality assessment in accordance with the GRI 2021 standards. This assessment covers economic, environmental, and social dimensions, as well as all stakeholder groups and human rights. Furthermore, the assessment was performed under the Double Materiality Assessment (DMA) principle.

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Climate Change Management	<ul style="list-style-type: none"> • Greenhouse Gas Management • Sustainability Risk Management
Environmental Management	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management
Sustainable Products	<ul style="list-style-type: none"> • Customer / Consumer Responsibility • Sustainable Supply Chain Management
Human Capital Management	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Customer Relationship & Experience Management	<ul style="list-style-type: none"> • Customer / Consumer Responsibility
Occupational Health & Safety Management	<ul style="list-style-type: none"> • Others : Occupational Health & Safety
Empowering Communities Through Technology	<ul style="list-style-type: none"> • Community / Social Responsibility • Others : Improving and elevating the quality of life of the people
Good Corporate Governance	<ul style="list-style-type: none"> • Good Governance
Sustainable Supply Chain	<ul style="list-style-type: none"> • Sustainable Supply Chain Management

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Privacy & Cybersecurity	<ul style="list-style-type: none"> • Good Governance • Sustainability Risk Management • Others : Cybersecurity

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data
 Reference link for corporate sustainability report : https://www.advicepl.co.th/pdf/esg/ADVICE_ESG_2025_E.pdf

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
 standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Advice IT Infinite Public Company Limited and its subsidiaries (the "Company") recognize that risk management is a crucial component for sustainable business operations, under the principles of Good Corporate Governance and long-term value creation for stakeholders. Therefore, the Company has established an enterprise-level risk management policy to serve as a framework for identifying, assessing, managing, and monitoring risks that may impact the achievement of the Company's vision, strategies, and business objectives.

This policy aims to integrate risk management into strategy formulation, business decision-making, and daily operations, taking into account the organization's Risk Appetite and Risk Tolerance, to enable the Company to achieve sustainable growth while maintaining risks at an appropriate level.

Risk Management Framework

The Company adopts the COSO Enterprise Risk Management Framework 2017 in its operations, integrating risk management into the processes of strategy formulation, business planning, and performance monitoring. Under this framework, the Company implements risk management as a continuous process, starting with defining strategies and objectives consistent with the organization's acceptable risk level. Subsequently, it proceeds to identify, analyze, and assess risks from both internal and external factors, including strategic, operational, financial, legal, technological, and sustainability risks, in order to determine appropriate response measures and internal controls.

The Company places importance on regularly monitoring and reviewing risks, by preparing risk reports and key issues for management and relevant committees.

Risk Management Structure

The Company has established a clear risk management governance structure to ensure that risk management is systematic, transparent, and auditable at all organizational levels. Roles and responsibilities for risk management are defined from the Board of Directors and executive management down to operational levels, ensuring comprehensive risk management across the entire organization and its subsidiaries. At the policy and oversight level, the Board of Directors is responsible for setting direction and approving risk management policies, as well as continuously monitoring significant risks that impact the organization's strategy and performance, to ensure that the Company operates within acceptable risk levels.

The Audit Committee plays an independent role in reviewing the adequacy of internal control systems and risk management processes, as well as monitoring the results of internal audits and internal controls, to ensure that the Company's risk management is appropriate and effective. The Audit Committee coordinates with the Risk Management Committee to be informed of and understand the organization's significant risks.

The Risk Management Committee is responsible for defining the organization's risk management framework, driving various departments to operate according to established guidelines, considering enterprise-level risk management plans, monitoring significant risks, and summarizing reports to the Board of Directors for use in setting business direction.

At the management level, senior executives are responsible for integrating risk management into strategies, operations, and business decisions, as well as overseeing various departments to ensure thorough compliance with risk management policies and guidelines. Furthermore, executives play a role in reviewing risk management policies and guidelines to align with changing business environments.

The Risk Management Sub-Committee is responsible for monitoring and implementing risk management measures at the operational level, focusing on controlling and mitigating the impact of risks related to each department's business activities.

Employees at all levels of the Company play a crucial role in identifying, assessing, and monitoring risks within their scope of work, as well as developing and implementing risk management plans, to ensure that risk management is effectively carried out at the operational level.

Concurrently, the internal auditor independently assesses the effectiveness of internal control systems and risk management processes, considering business process risks as a key factor in audit planning and monitoring the rectification of identified deficiencies, to ensure that the Company's risk management is adequate and appropriate.

This structure enables the Company to comprehensively oversee risks, linking policy-level governance with practical implementation within the organization, and supporting risk management as an integral part of business operations at all levels.

Risk Management Approach

The Company implements risk management through a systematic and continuous process, integrating it with strategy formulation, operations, and performance monitoring, to ensure that risk management effectively supports the achievement of business objectives.

The Company's risk management process begins with **define business strategies and objectives** considering economic, competitive, and technological environmental factors **and the organization's acceptable risk level** to align business direction with potential opportunities and risks

Subsequently, the Company proceeds to **identify, analyze, and assess risks** that may impact the organization strategically, operationally, financially, legally, and technologically, including emerging risks, to appropriately assess the impact and likelihood of each risk issue.

Once risks are assessed, the Company will **prioritize risks** considering the level of impact and likelihood of occurrence, to identify key risk issues and determine appropriate response strategies.

Relevant departments will jointly **determine risk response measures** considering cost-effectiveness, expenses, and the organization's acceptable risk level, which may include avoiding, reducing, mitigating, transferring, or accepting risks. The established control measures and guidelines will be applied in actual operational processes to ensure practical risk management.

The Company has a **continuously monitor and evaluate risk management performance** Relevant departments periodically report risk status and the results of implemented measures to management and relevant committees, enabling them to monitor significant risks and appropriately adjust control measures.

Furthermore, the Company has **regularly review the organization's risk register** at least once a year, or when significant events occur that may impact the business, to ensure that risk management aligns with changing environments and effectively supports the organization's strategic decisions.

This approach ensures that the Company's risk management is not merely a control process but a tool supporting management and business decision-making, thereby enhancing the organization's stability, resilience, and 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 Risk from Changes in Consumer Behavior and Market Trends

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers

ESG risk factors : Yes

Risk characteristics

The technology and IT device industry is characterized by rapid changes in technology, competitive dynamics, and consumer behavior. In particular, the growth of digital channels and online marketplaces has enabled consumers to access product information, price comparisons, and purchasing alternatives more easily and quickly, resulting in continuously evolving purchasing expectations and decision-making behavior.

In addition, global technology trends, shifting consumer preferences, and broader economic and social factors may cause sudden changes in demand for certain product categories. For example, during the COVID-19 pandemic, demand for computers and work-from-home devices increased significantly, while during periods when digital asset investments gained popularity, demand for high-performance graphics cards rose markedly. However, when such circumstances or trends change, demand for certain product categories may decline rapidly. At present, trends such as online gaming, e-sports, internet technologies, IoT devices, and smart home solutions continue to influence consumer purchasing behavior. If the Company's product and marketing strategies are unable to adapt promptly to these evolving trends, it may affect the Company's competitiveness and overall operating performance.

Risk-related consequences

Changes in consumer behavior and market trends may cause fluctuations in product demand. If the Company is unable to accurately anticipate market trends or effectively manage its product portfolio in line with evolving consumer preferences, the following impacts may occur:

- decline in revenue and market share in certain product categories or distribution channels
- slower inventory turnover and increased risk of inventory obsolescence
- lower gross profit margins due to promotional campaigns or price adjustments to clear excess inventory
- lower return on investment (ROI) for certain new branches or distribution channels
- reduced competitiveness in the medium to long term if the Company is unable to respond effectively to changing consumer demand

Risk management measures

The Company places significant importance on closely monitoring and understanding consumer behavior. Product Managers and relevant business units are responsible for continuously tracking market trends, technological developments, and consumer behavior through the analysis of sales data, customer insights, industry reports, and information from various digital platforms. These analyses enable the Company to adjust its product and marketing strategies in a timely and appropriate manner.

In addition, the Company's senior management regularly monitors market conditions and the overall competitive landscape, while maintaining ongoing communication and knowledge exchange with business partners and brand owners. Such engagement enables the Company to gain early insights into market direction, emerging technologies, and evolving consumer demand, thereby supporting strategic decision-making and business planning across different time horizons.

At the same time, the Company's management team regularly visits and engages with its network of franchise stores and dealers nationwide to obtain

first-hand insights into local consumer behavior and purchasing patterns. These insights are incorporated into the Company's product and marketing strategies to ensure alignment with the specific dynamics of each sales channel and geographic region.

The Company also periodically reviews its procurement plans, inventory management strategies, and marketing plans, aiming to maintain an appropriate balance between responding to rapidly changing consumer trends and controlling costs and risks related to product obsolescence. In parallel, the Company continues to enhance customer experience through its omnichannel strategy and specialized retail formats such as iStore by Advice, which help differentiate the Company in a competitive market and strengthen long-term customer relationships. Furthermore, trends in consumer behavior, market conditions, and potential strategic impacts are regularly reported to senior management to support timely decision-making and ensure that the Company's strategies remain aligned with the evolving business environment.

Risk 2 Risk from Business Competition

Related risk factors : Strategic Risk
• Competition risk

ESG risk factors : No

Risk characteristics

The Company operates in the retail and wholesale distribution of IT products and technology devices, including D.I.Y. computer components, notebook computers, desktop computers, printers, smartphones, and related accessories. This industry is characterized by intense and ongoing competition from both large and small market participants.

The Company faces direct competition from major nationwide IT retailers, such as Com7 Public Company Limited, which operates under the BaNANA IT brand, IT City Public Company Limited under the IT City brand, and J.I.B. Computer Group Co., Ltd., all of which have established customer bases and strong brand recognition in the Thai IT retail market.

At the same time, the Company also faces indirect competition from department stores and modern trade retailers with IT product sections, as well as local retail stores distributed across the country. In addition, digital platforms and online marketplaces intensify competition by enabling consumers to compare prices and promotional offers quickly and conveniently.

Furthermore, the Company may face additional risks from the entry of new market participants, as well as from brand owners or manufacturers expanding their own direct sales channels through both offline retail stores and online platforms. Such developments may increase competition in terms of pricing, promotional activities, distribution channels, and customer experience, potentially creating pressure on the Company's revenue, profit margins, and its ability to retain customers over the long term.

Risk-related consequences

Intense competition in the IT and smartphone retail industry—particularly in terms of pricing, promotional activities, expansion of distribution channels, and the enhancement of value-added services to meet evolving consumer needs—may directly affect the Company's operating performance if the Company is unable to maintain its competitive capabilities or sufficiently differentiate its products and services. Such competition may exert pressure on the Company's gross profit margins due to price adjustments and the continuous use of promotional strategies. In addition, marketing and promotional expenses may increase as the Company seeks to maintain its competitiveness in the market.

The Company may also face the risk of declining revenue and market share in certain product categories or distribution channels if it is unable to retain its existing customer base while expanding its customer base in line with its business objectives. In the long term, intense market competition may reduce the Company's

ability to differentiate its products and services, potentially affecting its capacity to create added value and sustain business growth. This may also impact the Company's brand image and strength if it is unable to consistently maintain high standards of customer experience and service quality.

Furthermore, although the entry of new market participants may be constrained by factors such as location availability and operational costs, the potential entry of new competitors remains a risk that could alter the competitive landscape and market structure in the future, which may affect the Company's profitability and long-term growth potential.

Risk management measures

The Company recognizes the risks arising from intense competition in the IT and smartphone retail and wholesale markets. Accordingly, the Company has established strategic approaches and measures to maintain its competitiveness and strengthen its business operations on an ongoing basis. These measures focus on strategic management across distribution channels, service quality, cost efficiency, and the use of data to support decision-making, as outlined below:

Expansion and Diversification of Distribution Channels

The Company continues to develop and expand its distribution network across both physical retail stores and online platforms. This approach enhances customer accessibility across different regions nationwide while reducing reliance on any single distribution channel.

Data and Analytics to Support Decision-Making

The Company places strong emphasis on utilizing sales data, customer insights, competitive intelligence, and pricing information to support analytical decision-making. Such data is used to optimize pricing strategies, promotional activities, and product mix management to ensure alignment with the competitive environment and the characteristics of each distribution channel.

Enhancing Cost Management Efficiency

The Company continuously manages and optimizes operational costs across procurement, logistics, and business operations to improve flexibility in responding to price competition while maintaining appropriate profit margins.

Logistics and Delivery Capabilities

The Company emphasizes efficient logistics and product distribution management through collaboration with reliable logistics partners. This enables the Company to deliver products quickly and efficiently across a wide geographic coverage.

After-Sales Service and Value-Added Services

The Company continues to enhance its after-sales service capabilities and complementary services across a wide range of IT products to create service differentiation and improve customer experience. In addition, the Company operates Authorized Service Centers for multiple leading brands, enabling customers to access convenient and reliable repair and maintenance services.

Brand Strength and Customer Relationship Development

The Company focuses on strengthening long-term customer relationships by continuously enhancing the customer experience. Initiatives such as loyalty programs and customer privileges are implemented to increase customer engagement, retain existing customers, and strengthen brand loyalty.

The Company regularly monitors and evaluates competitive developments in the market and reports key insights to senior management. This allows the Company to continuously refine its strategies and management measures to remain aligned with evolving business conditions.

Risk 3 Risk from 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 as one of the countrys leading retailers and wholesalers of IT products and smartphones. To enhance procurement efficiency, ensure product quality, and reduce reliance on intermediaries, the Company has adopted a procurement policy that prioritizes purchasing from distributors officially appointed by product manufacturers (Tier-1 Distributors). However, this procurement structure results in a relatively high level of dependence on a limited number of major distributors. During the period 20202025, the Company procured products primarily from three key distributors, namely Synnex (Thailand) Public Company Limited, SiS Distribution (Thailand) Public Company Limited, and VST ECS (Thailand) Co., Ltd.. Collectively, purchases from these three distributors accounted for more than 52% of the Companys total procurement.

Such reliance on major distributors may expose the Company to potential risks if the Company is unable to procure products from these suppliers under normal conditions. This may arise from changes in commercial terms, reductions in product allocation, the loss of distributor relationships, or other factors that could affect the availability of products. Any such disruptions could directly impact the Companys operating performance, particularly in key product categories such as D.I.Y. computers, notebook computers, desktop computers, and Apple products.

Risk-related consequences

A high level of dependence on major distributors may expose the Company to supply continuity risks, particularly if there are changes in commercial terms or business relationships with key distributors. Such circumstances could potentially result in the following impacts:

- Reduced ability to procure products for distribution and sale
- Increased procurement costs due to changes in commercial terms or pricing conditions
- A decline in revenue and gross margin
- Potential disruption to business continuity, particularly in key product categories
- Possible impacts on customer satisfaction and the Companys brand reputation

These impacts could affect the Companys competitive position and financial performance in both the short and long term if procurement concentration risks are not effectively managed.

Risk management measures

The Company recognizes the importance of managing risks arising from dependence on major distributors and has therefore established measures to maintain business continuity and enhance flexibility in procurement, as outlined below.

The Company procures products primarily through distributors officially appointed by manufacturers (Tier-1 Distributors) in order to maintain product quality standards and ensure the reliability of supply. At the same time, the Company seeks to diversify procurement sources in product categories where multiple distributors are available, thereby reducing reliance on a single supplier.

In addition, the Company continuously monitors and evaluates its relationships with key distributors, including periodically negotiating and reviewing commercial terms to ensure that procurement conditions remain aligned with market dynamics and business circumstances.

The Company also closely monitors market trends and customer demand to identify potential alternative sourcing channels for products with strong market potential. Inventory levels are managed prudently to align with market demand and to mitigate potential supply disruption risks.

Furthermore, the Company's extensive distribution network comprising physical retail stores across more than 75 provinces nationwide as well as online sales channels with a large user base strengthens the Company's role as a strategic partner to distributors and supports the sustainability of long-term business relationships.

Risk 4 Data Security, Information Systems, and Cybersecurity Threats

Related risk factors :

Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

Risk characteristics

The Company operates under a digital business structure that relies significantly on information technology (IT) systems across nearly all stages of its business processes, including procurement, inventory management, product sales, logistics, accounting and financial management, as well as online sales channels (E-Commerce), which currently represent an important distribution channel for the Company.

Accordingly, the Company's IT infrastructure serves as a critical backbone supporting business operations and plays a vital role in ensuring operational continuity. As a result, the Company faces risks related to potential disruptions of information systems, as well as risks arising from cybersecurity threats or unauthorized access to information. Such risks may stem from increasingly sophisticated cyber threats, including malware, ransomware attacks, network intrusions, or data theft.

In addition, the Company faces risks associated with compliance with personal data protection regulations, which require organizations to implement appropriate measures to safeguard the personal data of customers, employees, and business partners. Failure to comply with such regulations may expose the Company to legal proceedings, regulatory penalties, or claims for damages.

Unauthorized access to the Company's information systems or personal data whether resulting from cyberattacks, system failures, or human error that does not comply with established information security protocols may lead to the disclosure, loss, or misuse of sensitive data. Such incidents could cause legal liabilities, reputational damage, and a loss of confidence among stakeholders.

Risk-related consequences

Information system disruptions or cyberattacks may cause certain systems, or the entire system infrastructure, to become temporarily unavailable. This could disrupt business operations, lead to delays in service delivery, and reduce customer satisfaction. In addition, if incidents involving personal data leakage or violations of data subjects rights occur, the Company may face legal risks, including lawsuits, legal proceedings, or regulatory penalties. Such incidents may also damage the Company's reputation and undermine the confidence of customers, investors, and business partners, which could adversely affect operating performance and public disclosures in the long term. Potential impacts may include:

- Risks arising from non-compliance with personal data protection laws and related legal penalties
- Damage to the Company's reputation and the confidence of stakeholders
- Disruptions to technology systems and business operations
- Costs associated with remediation, system recovery, and management of data breach incidents
- Adverse effects on the Company's operating performance and information disclosure.

Risk management measures

The Company places strong emphasis on managing risks related to information technology, cybersecurity, and the protection of personal and customer data. Recognizing that data security is critical to maintaining business continuity, customer trust, and stakeholder confidence, the Company continuously enhances its internal

control mechanisms and cybersecurity protection systems. To mitigate cybersecurity threats and safeguard information assets, the Company has implemented preventive measures and preparedness frameworks covering the following key areas.

1) Technology and System Control Measures

The Company implements various information security technologies and system control mechanisms to protect its IT infrastructure and information systems from cyber threats. Key measures include:

- network and application security protection systems
- role-based access control to systems and sensitive data
- multi-factor authentication for system access
- log management and monitoring of system access
- regular system reviews, monitoring, and security updates

In addition, the Company adopts a **security-by-design approach** and applies strict controls for external system access to enhance the overall security posture of its information systems.

2) Business Continuity and Incident Response Management

To ensure operational resilience, the Company has established a **Business Continuity Plan (BCP)** and a **Disaster Recovery Plan (DRP)** to prepare for potential disruptions to IT systems or business operations.

In addition, the Company regularly conducts testing and simulation exercises in accordance with these plans to ensure that systems can be effectively restored and business operations can resume within the defined timeframe in the event of unforeseen incidents.

3) Personal Data Protection and Regulatory Compliance

The Company maintains systematic measures to protect personal data in compliance with applicable data protection regulations. Key initiatives include:

- appointment of a **Data Protection Officer (DPO)**
- establishment of personal data protection policies and privacy notices
- preparation of a **Record of Processing Activities (ROPA)**
- implementation of data encryption and data masking measures
- establishment of data breach management procedures
- employee training and awareness programs on personal data protection

These measures help ensure that personal data of customers, employees, and other stakeholders is managed securely and responsibly.

4) Continuous Monitoring and Improvement

The Company regularly monitors, assesses, and reports information security and cybersecurity risk status to senior management and the Board of Directors. Security measures are continuously reviewed and enhanced to align with:

- applicable laws and regulatory requirements
- evolving cybersecurity standards and best practices
- emerging technologies and cyber threat landscapes

In addition, the Company conducts periodic security testing and system vulnerability assessments to strengthen confidence in the Company's information technology governance and security management framework.

Risk 5 Risk from Product Obsolescence due to Rapid Technological Changes

Related risk factors :

Operational Risk

- Product obsolescence

Risk characteristics

The information technology (IT) industry is characterized by rapid and continuous technological advancement, particularly in hardware products such as processors, display technologies, operating systems, and product design. These developments lead manufacturers to frequently introduce new product models with enhanced performance and features, resulting in shorter product life cycles.

Such technological changes may create a risk that the Company's unsold inventory could become obsolete if it is not managed or sold in a timely and appropriate manner. This risk is particularly relevant to the Company's core product categories, including notebook computers, desktop computers, do-it-yourself (D.I.Y.) computer components, and smartphones, which are highly sensitive to technological innovation and shifts in market demand.

Product obsolescence may require the Company to reduce selling prices or implement promotional campaigns to accelerate inventory turnover. Such actions may affect the Company's revenue, profit margins, and overall efficiency in inventory management.

Risk-related consequences

Rapid technological changes may result in the Company facing challenges in selling older inventory models. If such inventory cannot be cleared in a timely manner, the Company may need to sell products at prices below cost or incur inventory losses.

In particular in cases where the remaining inventory has a high value. This may directly affect the Company's gross profit margin, financial liquidity, and overall operating performance. In addition, slower inventory turnover may increase storage costs and reduce the Company's ability to respond to market demand during periods of rapid change. Potential impacts may include:

- Obsolete inventory and reduced inventory turnover
- Price reductions or promotional activities to clear inventory, resulting in lower gross profit margins
- Increased storage costs and higher inventory risk
- Negative impact on the Company's cash flow and operating performance
- Reduced ability to respond to changing market demand.

Risk management measures

The Company places importance on managing the risk of product obsolescence by implementing careful and continuous inventory management measures as follows:

- **Procurement Management and Commercial Terms**

The Company negotiates commercial terms with major suppliers to obtain special conditions, such as price protection and product rotation, in order to mitigate the risk of losses arising from obsolete inventory.

- **Assignment of Specialized Personnel**

The Company assigns product managers and product section heads with expertise in specific product categories to be responsible for purchasing, inventory control, and sales planning, ensuring alignment with market demand trends.

- **Use of Information Technology in Inventory Management**

The Company utilizes information technology systems that integrate sales data across both online and offline channels, enabling real-time monitoring of inventory status and product movement. These systems are also integrated with the accounting system, allowing management to monitor daily sales performance and gross profit margins. This information supports decision-making in inventory management, particularly for slow-moving products.

● Inventory Level Control and Product Aging Monitoring

The Company establishes minimum inventory levels by considering historical inventory turnover rates and projected consumer demand trends. In addition, the Company prepares an **Inventory Aging Report**, which is presented at management meetings on a monthly basis. Key performance indicators (KPIs) for product managers are also established based on gross profit margins and the value of inventory exceeding specified thresholds.

● Proactive Management and Internal Coordination

The Company has a policy of continuously organizing promotional activities to clear products that are at risk of becoming obsolete before their popularity declines. In addition, communication and collaboration among relevant departments such as procurement, sales, marketing, and warehouse operations are strengthened to ensure that inventory management is aligned across the organization.

Through these measures, the Company is able to maintain the risk of product obsolescence at an appropriate level and regularly reports the status of such risks to management in order to adjust product and marketing strategies in line with changing market conditions.

Risk 6 Risks from Climate Change and Natural Disasters

Related risk factors :

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Over the past decade, climate change and the increasing frequency of natural disasters such as floods, storms, heatwaves, and other severe weather events have continued to intensify. These developments have affected infrastructure, public utilities, and business operations across many industries.

The Company operates a retail business in information technology products, with branches and operational locations distributed across various regions of the country. Some of these areas may be exposed to natural disaster risks, particularly during the monsoon season when flash floods or severe storms may occur. Such events may affect the Company's assets, the continuity of its operations, and its ability to provide services to customers.

In addition, changes in temperature and the overall environment may affect the performance of technology products that are stored or sold, as well as the operations of branches, warehouses, and service centers. There are also risks related to disruptions in electricity supply, internet connectivity, or information systems, which may impact the Company's online operations and logistics management.

As climate change and natural disasters are becoming more severe and frequent, these risks may affect the continuity of business operations, operating costs, and the Company's corporate image if they are not properly managed and addressed through appropriate preparedness measures.

Risk-related consequences

Natural disasters or severe weather events may cause damage to the Company's branches, warehouses, or other assets, which may result in operational disruptions and the inability to provide services to customers as usual. Such incidents may also lead to delays in product delivery processes and logistics operations.

In addition, the Company may incur increased expenses related to repairs, asset restoration, and higher insurance premiums. There may also be risks to revenue, customer satisfaction, and the Company's corporate image in the long term if significant operational disruptions occur. Potential impacts may include:

- Damage to branches, warehouses, and assets caused by natural disasters
- Disruptions to operations and customer services
- Delays in product delivery and logistics processes
- Increased expenses for repairs, asset restoration, and insurance premiums

- Reduced revenue, and negative impacts on customer satisfaction and corporate image
- Disruptions to electricity supply, internet connectivity, or information systems, affecting both in-store and online operations.

Risk management measures

The Company recognizes the risks arising from climate change and natural disasters and has therefore implemented preventive measures and preparedness plans on an ongoing basis, as follows:

Facility and Asset Management

The Company carefully selects locations for its branches and warehouses in areas with relatively low disaster risk. In addition, building structures are designed or improved to appropriately withstand potential flooding or other natural disasters.

Asset Risk Management and Insurance Coverage

The Company maintains insurance coverage for its assets, buildings, and inventories to protect against potential damage from natural disasters such as floods, fires, or storms, thereby mitigating financial impacts from unexpected events.

Business Continuity and Technology Systems Management

The Company has established a Business Continuity Plan (BCP) and prepared backup power systems as well as off-site data backup systems to ensure continuity of operations and reduce disruptions to information technology systems in the event of emergencies.

Monitoring and Personnel Preparedness

The Company closely monitors weather conditions and disaster alerts, while implementing safety measures for employees and customers. In addition, employees receive periodic training and participate in emergency drills to ensure preparedness for potential incidents.

Environmental and Sustainability Initiatives

In the long term, the Company plans to consider environmental and sustainability initiatives such as the use of clean energy in warehouses and branches, reducing plastic usage in packaging, and participating in environmental programs or activities to support climate change mitigation and sustainable business operations. The Company regularly reports developments and potential impacts of these risks to management and the Board of Directors in order to support informed decision-making and ensure that risk management measures remain appropriate to the prevailing circumstances.

Risk 7 Risk from Dependence on Key Senior Executives

Related risk factors :

Operational Risk

- Reliance on employees in key positions

ESG risk factors : Yes

Risk characteristics

The Company's retail and wholesale operations in IT products and smartphones, as well as related services, rely significantly on the specialized knowledge, expertise, and experience of its senior executives. This is particularly important in areas such as strategic direction, sales planning, procurement aligned with market demand, and the establishment and maintenance of relationships with distributors, landlords, and key business partners.

At present, the Company has key executives who play an important role in determining the organization's direction and success, including Mr. Nat Nattanitikarat, the Founder and Chief Executive Officer. He has played a significant role in driving the Company's continuous growth in terms of operating performance, financial position, and brand image.

Accordingly, the Company may face risks if it is unable to retain senior executives with the necessary knowledge, capabilities, and experience on a continuous basis, or if it is unable to recruit suitably qualified individuals to replace them in a timely manner. Such circumstances may affect the continuity of management, strategic decision-making, and the overall operations of the Company.

Risk-related consequences

If an unexpected change or loss of a key senior executive occurs, it may lead to a lack of continuity in the formulation and execution of the Company's strategic direction. This may also result in delays in managerial decision-making or decisions that may not align with the Company's overall strategic direction. In addition, such circumstances may affect operational efficiency, the management of relationships with business partners and stakeholders, as well as the confidence of employees, investors, and shareholders. These impacts may, in turn, affect the Company's operating performance and corporate image in the short to medium term. Potential impacts may include:

- Lack of continuity in the formulation and execution of the Company's strategic direction
- Delays in managerial decision-making or decisions that may not align with the Company's business direction
- Reduced operational and management efficiency
- Decline in confidence among employees, investors, and other stakeholders
- Governance risks and potential impacts on the Company's corporate image in the long term.

Risk management measures

The Company recognizes the importance of managing risks arising from dependence on key senior executives and has therefore implemented proactive measures to strengthen continuity and stability in its management, as outlined below.

The Company has designed a management structure that appropriately distributes authority, duties, and responsibilities. Executives across various functions are assigned clear roles and responsibilities based on their knowledge, capabilities, and experience. In addition, approval and decision-making processes are established to ensure that key decisions do not depend on any single individual.

Furthermore, the Company operates through an executive management structure with oversight by the Board of Directors to support prudent strategic decision-making and to reduce the risk of excessive reliance on any single executive.

The Company also places importance on the development and preparation of second-line management by providing training, leadership development, and opportunities for executives at various levels to participate in strategic planning and organizational management. In addition, the Company regularly prepares and reviews succession plans for key positions.

At the same time, the Company continuously recruits and attracts capable personnel to strengthen its management team in order to support business growth and reduce long-term reliance on any particular individual.

Moreover, most of the Company's key executives have served with the organization for an extended period and maintain a strong commitment to the Company. This contributes to management stability and helps mitigate the risk associated with changes in senior personnel to a certain extent. The Company also regularly monitors and reports the status of such risks to the Board of Directors.

Risk 8 Risk from Business Expansion through the Opening of iStore Branches

Related risk factors :

Operational Risk

- Delays in the development of future projects

ESG risk factors : No

Risk characteristics

The Company has a plan to expand its business through the opening of new branches, particularly iStore outlets, which serve as an important channel for the distribution of products and services within the Apple product ecosystem. However, such expansion involves certain risks, particularly delays in implementation due to constraints in identifying and securing suitable locations, as well as the need to strictly comply with Apples approval criteria and operational standards.

These requirements cover various aspects, including store location, store format and design, construction standards, and approval processes, which may require a considerable period for review and implementation. If the Company is unable to secure locations that meet the required criteria or cannot complete construction and open new branches within the planned timeframe, the expansion of iStore branches may not proceed as scheduled.

Delays in opening new branches may affect the Companys growth plans, revenue generation, and business opportunities, particularly in the Apple product segment, which is one of the Companys key product categories, characterized by intense competition and significant importance to the Companys overall operating performance.

Risk-related consequences

If the expansion of iStore branches is delayed beyond the planned schedule, the Company may be unable to recognize revenue and business opportunities from Apple products in line with its targets. This may also delay the return on investment (ROI) from the branch expansion projects.

In addition, delays in branch expansion may affect the Companys competitiveness compared with competitors in the Apple product market and may influence investors perception of the Companys growth plans and business direction in the short to medium term. Potential impacts may include:

- Delays in the opening of iStore branches compared with the planned schedule
- Revenue and business opportunities from Apple products falling short of targets
- Delayed return on investment (ROI) from branch expansion projects
- Reduced competitiveness in the Apple product market compared with competitors
- Impacts on the Companys strategic plans and investor confidence in the Companys growth trajectory.

Risk management measures

The Company recognizes potential risks associated with business expansion through the opening of new **iStore by Advice** branches, which may be affected by location constraints, project approval processes, or potential delays in project execution. Therefore, the Company has established risk management measures to mitigate potential impacts and ensure effective project implementation, as follows:

1) Systematic Expansion Planning

The Company plans the expansion of **iStore by Advice** branches in advance, with clearly defined timelines, project milestones, and prioritization frameworks. The expansion plan is reviewed periodically to enhance flexibility in both scheduling and investment decisions, allowing the Company to adapt to potential constraints related to location availability, regulatory approvals, and changing market conditions.

2) Location Risk Management

The Company adopts a **multi-location planning approach**, identifying several potential sites simultaneously and conducting **parallel reviews** of alternative locations. This approach reduces dependency on a single location and allows the Company to adjust or select alternative sites more efficiently should constraints arise in a particular area.

3) Proactive Project Coordination and Investment Discipline

The Company maintains proactive coordination with property owners, project developers, and relevant business partners to ensure that branch development progresses according to plan. In addition, the Company

exercises disciplined capital allocation in the investment of **iStore by Advice** branches in order to control costs and manage investment risks effectively.

4) Revenue Diversification

To mitigate potential revenue impacts from delays in new store openings, the Company maintains a balanced revenue structure by diversifying income sources across its core **IT and smartphone businesses**, including both physical retail channels and online sales platforms. This diversification helps reduce potential revenue concentration risks related to the expansion of **iStore by Advice** branches.

These measures enable the Company to effectively manage risks associated with store expansion while maintaining operational flexibility and supporting the sustainable growth of the **iStore by Advice** network.

Risk 9 Risk of Fraud and Corruption

Related risk factors :

Operational Risk

- Corruption

ESG risk factors : Yes

Risk characteristics

The Company's retail and wholesale operations in IT products and smartphones involve various processes, including procurement, sales, inventory management, the provision of discounts, promotional activities, and the management of relationships with business partners, distributors, and relevant organizations. These processes may expose the Company to risks of fraud, misconduct, or actions that are not in compliance with applicable laws, regulations, and the Company's policies.

Fraud risks may arise from internal personnel, business partners, or external parties. Examples include the solicitation or offering of bribes, abuse of authority, collusion in procurement processes, document falsification, asset misappropriation, or the use of insider information for personal benefit. Such actions may adversely affect the transparency, credibility, and corporate governance of the organization.

Although the Company has established internal control systems and clear business ethics guidelines, if oversight, monitoring, or the promotion of a corporate culture that does not tolerate fraud (Zero Tolerance) is not sufficiently strong, there remains a risk that fraudulent activities may occur.

Risk-related consequences

If incidents of fraud or misconduct occur, the Company may suffer financial, legal, and reputational damages. Such incidents may also undermine the confidence of shareholders, investors, customers, and other stakeholders.

In addition, the Company may face legal risks, including litigation or regulatory penalties under applicable laws and regulations, as well as governance-related risks, which could adversely affect the Company's business operations and corporate image in the long term. Potential impacts may include:

- Financial losses resulting from fraud or abuse of authority
- Legal risks, including litigation or penalties imposed by regulatory authorities
- Damage to the Company's reputation and the confidence of shareholders, investors, and business partners
- Negative impacts on the working environment, corporate culture, and employee morale
- Governance risks and potential impacts on the Company's long-term sustainability.

Risk management measures

The Company places strong emphasis on the prevention and anti-corruption measures by adhering to the principles of good corporate governance and implementing systematic controls, as follows:

The Company has established a clear Anti-Corruption Policy and Business Ethics Guidelines applicable to employees at all levels, as well as business partners and relevant stakeholders. The Company continuously communicates and promotes a Zero Tolerance culture toward corruption throughout the organization. The Company has also joined and operates in accordance with the guidelines of the Thai Private Sector Collective Action Against Corruption (CAC) to enhance transparency in business operations and strengthen stakeholders confidence.

In addition, the Company provides regular training and communication programs to educate employees on anti-corruption practices, compliance with applicable laws, regulations, and related policies, as well as to raise awareness of the risks and impacts of corruption.

The Company has established appropriate disciplinary measures and penalties for acts that constitute fraud, corruption, or misconduct. A fair and transparent investigation process is implemented through the appointment of a disciplinary investigation committee to review facts and proceed in accordance with the Companys regulations.

Furthermore, the Company regularly monitors, reviews, and reports the status of corruption-related risks to management and the Board of Directors to ensure that preventive and control measures remain appropriate and aligned with the evolving business environment.

Risk 10 Risk from Non-Compliance with or Violation of Regulations, Rules, or Laws Relevant to Business Operations

Related risk factors :

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

The Company operates as a listed company on the Stock Exchange of Thailand and is therefore subject to numerous applicable laws, regulations, and rules. These include laws governing public limited companies, securities and exchange laws, as well as rules and notifications issued by regulatory authorities such as the Securities and Exchange Commission of Thailand and the Stock Exchange of Thailand, in addition to other laws and regulations relevant to the Companys business operations.

Furthermore, the Company is required to comply with the Personal Data Protection Act (Thailand) (PDPA), which prescribes the duties and responsibilities of data controllers and data processors in collecting, using, and disclosing personal data of customers, employees, business partners, and other stakeholders in an appropriate and secure manner.

Given the nature of the Companys business operations, which are conducted through multiple channels including retail stores, branches nationwide, and online platforms and involve the collection and processing of a large volume of personal data, there remains a risk of non-compliance with or violation of such laws and regulations. Such risks may arise from operational errors, system failures, or human error if oversight and internal control mechanisms are not sufficiently robust.

Failure to comply with applicable laws and regulations may expose the Company to legal risks, regulatory penalties imposed by supervisory authorities, and potential damage to the Companys reputation and stakeholder confidence.

Risk-related consequences

If the Company fails to fully comply with applicable laws, regulations, or rules, it may face legal proceedings, fines, or administrative penalties imposed by regulatory authorities, which could adversely affect the Companys operating performance and financial position.

In addition, violations of laws particularly those related to personal data protection may result in the unauthorized disclosure or misuse of personal data belonging to customers, employees, or business partners.

Such incidents may undermine the confidence of consumers, investors, and business partners, and may negatively affect the Company's reputation and credibility in the long term. Potential impacts may include:

- Risks of fines, legal proceedings, or penalties imposed by regulatory authorities
- Damage to the Company's reputation and the confidence of investors, customers, and stakeholders
- Increased costs related to remediation, system improvements, and legal actions
- Adverse impacts on business operations, business continuity, and long-term growth.

Risk management measures

The Company places strong emphasis on strict compliance with laws and regulations relevant to its business operations. Systematic legal and governance risk management measures have been established to ensure that operations are conducted correctly, transparently, and in accordance with the principles of good corporate governance.

The Company has implemented an appropriate governance structure and internal control system to ensure compliance with laws, regulations, and requirements applicable to listed companies. In addition, the Company continuously monitors changes in laws and regulatory requirements issued by relevant supervisory authorities. Furthermore, the Company has established a Compliance Function to monitor, assess, and provide guidance on compliance with laws, regulations, and rules relevant to the Company's business operations. This function also supports various departments in appropriately implementing applicable legal and regulatory requirements. With regard to personal data protection laws, the Company has appointed a Data Protection Officer (DPO) and established policies and procedures on personal data protection. The Company also maintains a Record of Processing Activities (ROPA) to ensure that the collection, use, and disclosure of personal data are conducted in accordance with applicable laws.

In addition, the Company provides continuous training and communication to employees on relevant business laws, regulatory requirements, compliance frameworks, and personal data protection regulations. The Company has also established processes to monitor, review, and report compliance matters to management and the Board of Directors to enable timely corrective actions and improvements.

Moreover, the Company regularly reviews and updates its policies, operational procedures, and internal control measures to ensure alignment with evolving laws and best practices, thereby reducing the risk of non-compliance in the long term.

Risk 11 Risk from Trade Receivables and Credit Management

Related risk factors :

Financial Risk

- Default on payment or exchange of goods

ESG risk factors : No

Risk characteristics

The Company operates a retail and wholesale business in IT products and smartphones and provides credit to certain customer groups in accordance with established policies and conditions. Credit and trade receivables management risks may arise when customers are unable to settle their obligations in accordance with the agreed credit terms. This may result from a decline in customers repayment capacity, the extension of credit that is not aligned with the customers risk profile, or economic and competitive conditions that affect the liquidity of business partners.

Such risks may lead to overdue receivables or bad debts, which could adversely affect the Company's cash flow, its ability to manage working capital, and its overall operating performance if credit policies and receivables monitoring are not managed effectively and in a timely manner.

Risk-related consequences

If trade receivables are unable to settle their obligations within the specified period, the Company may experience delays in cash collection, which could affect cash flow and working capital management.

In addition, the Company may need to increase its allowance for expected credit losses or face the risk of bad debts in certain cases. Strengthening credit control measures and debt collection processes may also affect relationships with customers and business partners, which could impact sales and long-term business operations. Potential impacts include:

- Reduced cash flow due to delayed debt collection
- Increased risk of bad debts and higher allowance for expected credit losses
- Higher financial costs and expenses related to debt collection
- Adverse impact on the Company's operating results and financial position
- Potential impact on relationships with customers and business partners due to stricter credit management policies

Risk management measures

The Company places significant importance on prudent credit and trade receivables risk management by establishing clear credit policies and criteria for granting credit to customers. Customer creditworthiness is assessed, and credit limits are determined in accordance with each customer's risk profile.

The Company regularly monitors trade receivables through aging reports and reviews payment status on an ongoing basis. Appropriate payment terms and debt collection measures are also implemented to ensure timely management of overdue receivables.

In addition, the Company records an allowance for expected credit losses in accordance with relevant accounting standards and periodically reviews the adequacy of such allowances to appropriately reflect credit risk exposure.

Furthermore, the Company periodically reviews and adjusts its credit policies in line with economic conditions and customer risk levels. Data and analytical tools are also utilized to enhance credit risk assessment.

Additional risk mitigation measures may be considered, such as requiring collateral or adjusting payment terms in certain cases. The status of trade receivables and credit risk trends are regularly reported to management and the Board of Directors to support informed decision-making and ensure that risk management measures remain appropriate to the prevailing circumstances.

Risk 12 Risk from the Impact of Artificial Intelligence (AI) Technology

Related risk factors : Strategic Risk
• Other : Emerging Risk

Operational Risk
• Other : Emerging Risk

Compliance Risk
• Other : Emerging Risk

ESG risk factors : No

Risk characteristics

The development and widespread adoption of Artificial Intelligence (AI) in the business sector has played a significant role in rapidly transforming competitive dynamics, consumer behavior, and business models within the IT and smartphone retail industry. AI technologies can enhance efficiency in data analysis, inventory management, marketing, customer service, and business decision-making.

However, if the Company is unable to adapt or effectively develop its capabilities to adopt AI technologies, its traditional business operations may no longer respond efficiently to market demands, potentially placing the Company at a competitive disadvantage compared to competitors that are able to leverage AI to create strategic advantages more quickly.

At the same time, the implementation of AI in the Company's operations may also introduce risks related to legal compliance, personal data protection, ethical considerations, data accuracy and transparency, as well as reputational risks, particularly if AI is used inappropriately, lacks clear governance, or is not aligned with applicable laws and best practices.

Therefore, AI-related risk represents both a strategic risk and a governance risk that may affect the Company's competitiveness, operational performance, and long-term sustainability.

Risk-related consequences

If the Company is unable to effectively manage or adapt to technological changes related to AI, its competitiveness may decline, and its existing business models or operational processes may no longer align with rapidly changing consumer behavior. In addition, the use of AI without appropriate governance may lead to legal risks, particularly non-compliance with personal data protection laws, as well as risks arising from inaccurate or biased AI outcomes, cybersecurity threats, and potential damage to the Company's reputation and stakeholder confidence. Potential impacts include:

- Reduced competitiveness compared to competitors that effectively utilize AI
- Business models and operational processes becoming misaligned with market changes
- Increased costs for upgrading systems, technologies, and workforce capabilities
- Loss of potential new revenue opportunities from AI utilization
- Risk of non-compliance with personal data protection laws
- Reputational damage and loss of trust among customers, investors, and the public
- Inaccurate or biased AI outputs leading to flawed business decisions
- Long-term impacts on corporate governance and organizational accountability

Risk management measures

The Company recognizes the importance of Artificial Intelligence (AI) technology as a transformative business factor and has established a prudent and systematic approach to managing AI-related risks as follows.

The Company continuously monitors AI technology trends and their applications in the retail and technology sectors, while considering opportunities to apply AI and digital systems in certain operational processes to enhance efficiency and improve customer service, under the oversight of management and relevant committees.

In terms of governance, the Company ensures that the use of information technology, digital technologies, and AI operates under a clear governance framework. Access to data and systems is controlled in accordance with roles and responsibilities, and the use of AI is limited to appropriate scopes subject to management review and approval.

The Company strictly complies with personal data protection laws and data security policies. In addition, the Company has implemented an Acceptable Use Policy for Generative Artificial Intelligence (Generative AI) to ensure that the use of such technologies aligns with applicable laws, ethical standards, and relevant best practices.

Furthermore, the Company promotes the development of employees' digital knowledge and skills at appropriate levels and provides training on ethics, data usage, and the responsible use of AI technologies. Looking ahead, the Company plans to establish an AI Governance Framework that will cover legal, ethical, transparency, and accountability considerations. This framework will also include risk assessments for AI-related projects prior to implementation, as well as regular reporting on AI-related risks and trends to management and the Board of Directors.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

To ensure business resilience in the face of unforeseen disruptions, the Company has established a **Business Continuity Plan (BCP)**. This plan defines the procedures and readiness protocols required to respond to events that may impact technological systems, business processes, and customer service. Our primary objectives are to minimize impact and restore operations to normalcy as swiftly as possible.

Furthermore, the Company has developed a robust information technology infrastructure by integrating an **Incident Response Plan** and a **Disaster Recovery Plan (DRP)** in accordance with international standards. These frameworks serve as a guarantee for Business Continuity and the protection of stakeholder data, reflecting our commitment to Digital Governance and social responsibility.

Our comprehensive strategy encompasses risk analysis, resource allocation, and the deployment of IT infrastructure on Cloud Services with a Service Level Agreement (SLA) of at least 99%. Data is backed up via a Disaster Recovery Site (DR Site), which is capable of assuming the functions of the primary data center immediately in the event of an emergency.

The Company has defined its Recovery Capability metrics as follows:

- Recovery Time Objective (RTO): Within 8 hours.
- Recovery Point Objective (RPO): Within 12 hours.
- Maximum Tolerable Period of Disruption (MTPD/MTPOD): Not exceeding 24 hours.

To ensure seamless connectivity, the Company utilizes redundant internet links at both the headquarters and nationwide branches, operating on an Active/Standby system. In emergencies, the plan facilitates Remote Working (Work from Home) for employees and ensures that partners can maintain system connectivity through mobile devices. During a crisis, the Emergency Management Team (EMT) is responsible for strategic decision-making, situation assessment, and plan execution. A systematic "Call Tree" protocol is utilized to report incidents and provide status updates to all relevant stakeholders.

Beyond preparation and execution, the Company prioritizes the efficacy of its plans through annual testing (at minimum) or upon significant organizational changes. Results from both drills and actual incidents are evaluated to ensure the BCP remains adaptive, robust, and aligned with the evolving business landscape.

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 : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

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 new suppliers? : No

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : No

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

Key suppliers acknowledging compliance with the supplier code of conduct

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

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

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

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

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : 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 : No
from innovation development?

Non-financial benefits

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

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