



Annual Registration Statement / Annual Report 2025

# form 56-1 ONE REPORT (e-One Report)

DITTO (THAILAND) PUBLIC COMPANY LIMITED

Fiscal year End 31 December 2025

[www.dittothailand.com](http://www.dittothailand.com)

# Table of Contents

	Page
<b>Part 1 Business Operations and Performance</b>	
<b>1. Organizational structure and operation of the group of companies</b>	
1.1 Policy and business overview	1
1.2 Business Operations	10
1.3 Shareholding structure	24
1.4 Number of registered capital and paid-up capital	33
1.5 Issuance of other securities	34
1.6 Dividend payment policy	35
<b>2. Risk management</b>	
2.1 Risk mgmt policy and plan	37
2.2 Risk factors	38
<b>3. Business sustainability development</b>	
3.1 Sustainability Management Policy and Targets	49
3.2 Management of impacts on stakeholders in the business value chain	53
3.3 Management of environmental sustainability	66
3.4 Social sustainability management	90
<b>4. Management Discussion and Analysis (MD&amp;A)</b>	
4.1 Operation, financial condition and material changes, accompanied by the causes or factors contributing thereto during the past year	121
4.2 Potential factors or incidents that may materially affect the financial condition or the operating results	128
4.3 Disclose information from the financial statements and significant financial ratios	129
<b>5. General information and other material facts</b>	
5.1 General information	148
5.2 Other material facts	149
5.3 Legal disputes	150
5.4 Secondary market	154
5.5 Financial institution with regular contact (only in case of debt securities offeror)	155

## Table of Contents (continued)

	Page
<b>Part 2 Corporate Governance</b>	
<b>6. Corporate governance policy</b>	
6.1 Corporate Governance Policy	156
6.2 Business code of conduct (if any)	162
6.3 Material changes and developments regarding policy, guidelines and corporate governance system in the preceding year	170
<b>7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others</b>	
7.1 Corporate Governance Structure	171
7.2 Information on the Board of Directors	172
7.3 Information on subcommittees	187
7.4 Information on executives	199
7.5 Information on employees	203
7.6 Other significant information	206
<b>8. Report on key operating results on corporate governance</b>	
8.1 Summary of duty performance of the Board of Directors in the past year	209
8.2 Report on the results of duty performance of the Audit Committee in the past year	233
8.3 Summary of the results of duty performance of subcommittees	236
<b>9. Internal control and related party transactions</b>	
9.1 Internal control	243
9.2 Related party transactions	246
<b>Part 3 Financial Statement</b>	
Board of Directors' Responsibility Statement for the Financial Report	300
Auditor's Report	302
Financial Statements	308
Notes to the Financial Statements	317
<b>Back up attachment</b>	
Attachment	407

## **Part 1 Business Operations and Performance**

# 1. Organizational structure and operation of the group of companies

## 1.1 Policy and business overview

### 1.1.1 Overview of the vision, objectives, goals and business strategies

Message from the chairman

Message from the Chairman



**PROFESSOR WOOTHISARN TANCHAI**

**CHAIRMAN OF THE BOARD**

DITTO was listed on the Stock Exchange of Thailand on May 6, 2021, during the period when the world was facing the global COVID-19 pandemic. At that time, both the global and Thai economies were experiencing a severe economic downturn. To this day, Thailand's economy has not yet fully recovered to its pre-crisis level. Recently, the Office of the National Economic and Social Development Council (NESDC) reported that Thailand's economic growth in 2025 expanded by only 2.4%, placing the country among the slowest-growing economies in the ASEAN region.

Despite the slowdown in Thailand's economy over the past several years, DITTO has continued to focus on strengthening and expanding its business capabilities, with the goal of becoming a comprehensive digital solutions provider. Such solutions represent critical infrastructure for both government agencies and private sector organizations in the digital era. As a result of these strategic efforts, DITTO has achieved consistent growth in operating performance each year. In particular, in 2025 both total revenue from sales and services as well as net profit reached an all-time high, increasing by 30% and 31%, respectively, compared to the previous year.

A key driver behind DITTO's sustained growth is its core business in comprehensive Document Management services, which remains the company's primary source of revenue. This business has continued to grow steadily in line with rising demand from both government agencies and private sector organizations seeking to transition from paper-based processes to digital document management systems that offer greater convenience, cost efficiency, security, and environmental sustainability.

Another contributing factor has been the government's implementation of the Act on Management of State Affairs by Electronic Means, B.E. 2565 (2022), which has accelerated the adoption of digital document management across government agencies. This development has led to a sustained inflow of projects from both the public and private sectors. Meanwhile, the Engineering Technology and Innovation business has also emerged as another key revenue contributor in 2025, with DITTO being entrusted to undertake several major government projects.

Another important factor supporting DITTO's continued growth has been strong collaboration with business partners and affiliated companies. For example, the partnership with TEAM Consulting Engineering and Management Public Company Limited, which specializes in engineering, has enabled the integration of their engineering expertise with

DITTO's strengths in IT and innovation. This synergy has enhanced the efficiency and integration of project implementation or execution.

At the same time, DITTO has collaborated closely with Netbay Public Company Limited, an affiliated company with expertise in digital platforms. Together, both companies have developed platforms designed to meet the evolving needs of modern businesses. This collaboration has expanded business channels and created new opportunities for generating recurring income, supporting long-term and sustainable growth while also expanding new customer segments.

In addition, in 2025 DITTO established a strategic partnership with GrowPro Consulting & Services Company Limited (GrowPro), a company providing comprehensive cybersecurity solutions. This partnership aims to strengthen DITTO's cybersecurity capabilities and further reinforce the company's data-driven business, which remains one of its key strengths.

While the company continues to achieve steady business growth, DITTO places equal importance on conducting its business in a sustainable and responsible manner. The company adheres to the principles of good corporate governance, transparency, and environmental responsibility in line with increasingly stringent global standards. These commitments have always been a key priority for the management and the Board of Directors, as reflected by the awards received from the Stock Exchange of Thailand and the Thai Institute of Directors (IOD) for two consecutive years.

Looking ahead to 2026, we remain confident that DITTO will continue to deliver sustainable growth. Although the world is currently facing increasing geopolitical tensions in various regions that may slow the global economy and potentially affect Thailand's economic outlook, we believe that DITTO's strong capabilities will enable the company to successfully navigate these challenges, just as it overcame the crisis during the COVID-19 pandemic. Importantly, the company remains confident in maintaining its targeted growth rate of 15–20%. At the same time, exploring new investment opportunities and identifying new business channels with strong future potential remain key management priorities to further strengthen the company's long-term growth.

Finally, as a public company, we remain committed to conducting our business in the best interests of our shareholders while adhering to ESG principles in accordance with international standards. I would like to express my sincere appreciation to our management team and employees for their dedication and hard work, which have contributed significantly to the company's solid growth. I would also like to thank our shareholders, business partners and the media for their continued trust and support.

Professor Woothisarn Tanchai  
Chairman of the Board

### **Message from CEO**



## **MR. TAKORN RATTANAKAMOLPORN**

### **CHIEF EXECUTIVE OFFICER**

The year 2025 remained a challenging period for the private sector, as businesses continued to operate amid economic and significant uncertainties. Thailand's economic recovery remained gradual due to the global slowdown, with GDP growth recorded at only 2.4%. Domestic political uncertainties, including government instability and inconsistent policy implementation, also affected the business environment. In addition, security concerns related to tensions along the Thailand–Cambodia border led many private sector players to adopt a cautious stance and delay investment decisions.

Despite these challenges, DITTO continued to deliver strong and consistent growth. In 2025, the Company achieved record-high performance (All-Time High), with revenue from sales and services and net profit increasing by 30% and 31%, respectively, compared to the previous year. The Company also maintained a solid backlog capable of supporting revenue recognition in the following year, reflecting effective management and strong operational efficiency.

DITTO's consistent growth is supported by the nature of its core businesses, which include data management, digital document management systems, platform development, cybersecurity and technology engineering and innovation. These services represent critical infrastructure that requires ongoing investment from both government and private sector organizations.

With extensive experience working with large public and private sector organizations, DITTO has developed strong specialized expertise. The Company delivers customized solutions tailored to each client's operational needs, supported by comprehensive expertise of large organizational processes. This capability enables DITTO to implement practical and efficient systems that consistently earn the trust of its clients.

Part of the Company's growth has also been driven by the government's digital transformation initiatives, which aim to modernize public services through the adoption of digital technologies. These initiatives have enabled new opportunities for DITTO to participate in several key government projects.

Strategic partnerships have also supported the strengthening of Company's capabilities. In particular, collaboration with TEAM Consulting Engineering and Management Public Company Limited, an engineering specialist, complements DITTO's expertise in IT and innovation. This collaboration enables the integration of physical infrastructure with digital systems to deliver more comprehensive project solutions.

In addition, DITTO has partnered with its affiliate Netbay Public Company Limited, a digital platform specialist, to develop Intelligent Box (iBox), a digital platform designed to support modern business operations. This initiative expands the Company's recurring income opportunities and supports the Company's long-term growth strategy.

Furthermore, DITTO has invested in Somapa Information Technology Public Company Limited (SIT), holding 18% of the company's paid-up registered capital. SIT operates a business providing Advance Passenger Processing System (APPS) services, as well as data processing services for Passenger Name Record (PNR) databases.

Currently, DITTO and SIT are in the process of collaborating on the development of above projects for Thai passengers (THAI APPS). This collaboration represents an opportunity for DITTO to partner with SIT in expanding its customer network to the international level.

In 2025, DITTO also entered to a strategic partnership with GrowPro Consulting & Services Company Limited (GrowPro) to acquire a 35% equity stake (calculated based on the paid-up registered capital after completion of the investment, in accordance with the procedures and conditions approved at the Board of Directors' Meeting No. 4/2025 held on 14 August 2025), strengthening Company's cybersecurity capabilities and supporting the expansion of data-related businesses to enhance long-term competitive advantage.

Internally, the Company has undertaken organizational restructuring to improve operational efficiency and support future growth. DITTO also places strong emphasis on talent development, recognizing that people are the foundation of sustainable success. Ongoing training programs are provided in both technical skill and leadership development to support employees' professional growth and develop them for greater roles within the organization.

Beyond business growth, DITTO remains committed to sustainable operations based on good corporate governance, transparency, and environmental responsibility. This commitment is reflected in the Company receiving an "Excellent" (5-Star) Corporate Governance Report (CGR) rating from the Thai Institute of Directors for the second consecutive year, as well as an AAA rating in the SET ESG Rating by the Stock Exchange of Thailand for two consecutive years. The Company was also recognized by Forbes Asia with the Asia-Pacific Best Under a Billion Award for the second consecutive year.

Looking ahead to 2026, Thailand is expected to encounter both domestic and global challenges. Nevertheless, DITTO remains confident in its ability to navigate these uncertainties through a clear strategic direction, strong specialized expertise, and close collaboration with trusted partners. The Company continues to target stable growth of 15–20%, which is considered achievable despite ongoing market volatility.

Takorn Rattanakamolporn  
Chief Executive Officer

### **Vision**

### **Vision**

To be the leading provider of end-to-end document management solutions, driving the evolution towards Digital Transformation.

### **Mission**

- **Customers:** To provide exceptional service that ensures the highest level of customer satisfaction through superior products and services that meet the highest standards.
- **Business Partners:** To conduct business with integrity and fairness, fostering strong, mutually trusting, and reliable relationships.
- **Shareholders:** To deliver satisfactory returns on investment by focusing on continuous business expansion and growth.

- **Employees:** To cultivate a happy and supportive work environment where every employee feels like part of a family, and to continuously focus on developing professional capabilities.

### Objectives

Ditto (Thailand) Public Company Limited (DITTO) operates primarily in the provision of comprehensive Data & Document Management solutions, Business Process Outsourcing (BPO) services, and Cyber Security solutions. The Company’s main focus is on both public and private sector organizations, as well as enterprises whose operations involve extensive document-related processes. DITTO’s services encompass the full spectrum of document and data management, ranging from the conversion of paper-based documents into digital formats, the implementation of end-to-end document management systems, to data protection and cyber security operations.

In addition, Siam TC Technology Company Limited, a subsidiary of the Company, operates in the fields of Green & Climate Technology, Carbon Credits, and Technology Devices and Engineering Projects, with a strong focus on multidisciplinary engineering services. At present, DITTO and its subsidiaries work in close integration, enabling the Group to deliver comprehensive and holistic project-based solutions to customers across all dimensions.

### Goals

DITTO is committed to becoming a leader in providing integrated solutions for Data and Document Management, Business Process Outsourcing (BPO) and Cyber Security. By delivering advanced technologies and solutions that comply with international excellence criteria, we aim to enhance operational efficiency and achieve the highest level of customer satisfaction.

We conduct our business in accordance with the principles of good corporate governance, transparency, and fairness with the goal of fostering trust and establishing long-term relationships with our business partners. At the same time, we strive for sustainable and continuous growth to ensure appropriate returns for our shareholders.

In addition, DITTO places great importance on developing people, strengthening a strong organizational culture, and elevating the professionalism of its workforce, in order to navigate effectively to the challenges and changes of a data- and technology-driven era.

### Business strategies

- Focus on sustainable growth by identifying and adopting appropriate innovations and technologies aligned with modern operational systems, to enhance efficiency and support diverse working modalities.
- Collaborate with strategic partners possessing specialized expertise in related fields, thereby strengthening competitiveness and enhancing service capabilities for customers.

## 1.1.2 Material changes and developments

### Details regarding material changes and developments

years	Material changes and developments
-------	-----------------------------------

years	Material changes and developments
2025	<ul style="list-style-type: none"> <li>● The Company became a member of the Collective Action Against Corruption.</li> <li>● The Board of Directors' Meeting No. 2/2025 approved the establishment of the Risk Management Committee to oversee the Company's risk management practices, ensuring effectiveness and alignment with organizational objectives. As a result, the Company currently has a total of four sub-committees.</li> <li>● The Company received a certificate under the ESG DNA Program, reflecting Ditto's commitment to fostering a strong corporate culture that promotes knowledge and instills employee awareness of sustainability in every aspect of its business operations.</li> <li>● The Board of Directors' Meeting No. 4/2025 approved the investment in the ordinary shares of GrowPro Consulting and Services Co., Ltd., strengthening Ditto's capabilities in the area of data security services.</li> <li>● The Company participated as a partner organization in hosting the 4th Thailand Climate Action Conference (TCAC 2025), aimed at fostering collaboration among stakeholders and advancing Thailand's climate action from policy to local implementation. As part of this initiative, the Company supported a community education program on waste separation at source in Lamphun Province, promoting the locals' engagement in climate action and contributing toward Thailand's long-term goal of achieving Carbon Neutrality.</li> <li>● Invested in the newly issued ordinary shares of GrowPro Consulting and Services Co., Ltd. ("GrowPro"), totaling 56,000 shares with a par value of 100 THB per share, representing 10 percent of GrowPro's issued and paid-up ordinary shares, with a total investment value of Baht 16,000,000.</li> <li>● The Company received an 'Excellent' rating (5 stars) in the Corporate Governance Report of Thai Listed Companies (CGR) for the year 2025 (CGR 2025), conducted by the Thai Institute of Directors Association (IOD), with the support of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).</li> <li>● The Company was honored with the <i>Forbes Asia's Best Under A Billion 2024</i> award, organized by Forbes magazine. This recognition is granted to 200 outstanding publicly listed companies across the Asia-Pacific region that demonstrate strong revenue and profit growth, along with meeting Forbes' rigorous selection criteria. This marks the second consecutive year that the Company has been honored with this prestigious recognition, reaffirming its consistent performance and commitment to sustainable growth.</li> <li>● The Company received the SET ESG Ratings 2025 as a Sustainable Stock, achieving the AAA level.</li> </ul>
2024	<ul style="list-style-type: none"> <li>● DITTO successfully transferred its securities to be listed on the Stock Exchange of Thailand (SET), marking a significant milestone in the Company's capital market journey.</li> <li>● The Company acquired 49,800,000 ordinary shares of Netbay Public Company Limited (NETBAY), representing a total investment value of 846.6 million THB, as approved by the Extraordinary General Meeting of Shareholders No. 1/2024. This strategic investment is aimed at strengthening collaboration for future project opportunities.</li> <li>● The Company was honored with the <i>Forbes Asia's Best Under A Billion 2024</i> award, organized by Forbes magazine. This recognition is granted to 200 outstanding publicly listed companies across the Asia-Pacific region that demonstrate strong revenue and profit growth, along with meeting Forbes' rigorous selection criteria.</li> </ul>

years	Material changes and developments
2023	<ul style="list-style-type: none"> <li>● Siam TC Technology Co., Ltd., a subsidiary of DITTO, was allocated additional areas under the Mangrove Reforestation Project for Carbon Credit. As of December 2023, the Company had been allocated a total of 176,496.21 rai, comprising 21,658.19 rai of new plantations and 154,838.02 rai of enrichment plantations, since 2022.</li> <li>● The Company and its subsidiaries, through RSDT Consortium with three other partners, signed a contract with the Zoological Park Organization under the Royal Patronage of H.M. The King for the New Zoo Construction Project Phase 1, with a total project value of 5,354 million THB.</li> <li>● The Company appointed Token X Co., Ltd., under the SCBX Group, as its ICO Portal to issue carbon credit tokens.</li> <li>● The Company and its subsidiaries, through SSDT Consortium with three other partners, signed a contract for the construction of The Precious Wood Knowledge Museum on the Auspicious Occasion of the Grand Coronation Ceremony, with a total project value of 2,044 million THB.</li> <li>● The Company invested in Somapa Information Technology Co., Ltd. by subscribing to 45,000,000 newly issued ordinary shares.</li> </ul>
2022	<ul style="list-style-type: none"> <li>● Signed a memorandum of understanding with Team Consulting Engineering and Management Public Company Limited to integrate the strengths and expertise of both parties in areas such as engineering, environmental management, and innovation.</li> <li>● Entered into a joint investment with Team Consulting Engineering and Management Public Company Limited by establishing a new legal entity, DTX Co., Ltd., with registered capital of 30,000,000 THB to jointly develop innovation and technology projects leveraging the combined expertise of both companies. Ditto (Thailand) Public Company Limited holds 50% of the registered capital and total shares of DTX Co., Ltd., while Team Consulting Engineering and Management Public Company Limited holds the remaining 50%.</li> <li>● Jointly invested with Wong Siam Construction Co., Ltd. and Team Consulting Engineering and Management Public Company Limited to establish a new legal entity to operate a business related to water resource management.</li> <li>● Siam TC Technology Co., Ltd., a subsidiary of DITTO, was allocated 11,448.30 rai of land under a mangrove reforestation project for carbon-credit benefits in cooperation with the Department of Marine and Coastal Resources. In addition, the company partnered with an unrelated company to develop another 10,209.89 rai. In total, the Company participated in the development of 21,658.19 rai of mangrove reforestation areas.</li> </ul>
2021	<ul style="list-style-type: none"> <li>● The Company offered newly issued ordinary shares to the public for the first time (IPO), totaling 80 million shares with a par value of 0.50 THB per share, at an offering price of 7.50 THB per share. The shares were listed and began trading on the Stock Exchange of Thailand on 6 May 2021.</li> </ul>
2016	<ul style="list-style-type: none"> <li>● Converted into a public limited company and increased its registered capital to 200 million THB.</li> </ul>
2015	<ul style="list-style-type: none"> <li>● The Company expanded into the electronic document storage service business (BPO), beginning with document-scanning services.</li> </ul>
2007	<ul style="list-style-type: none"> <li>● The Company was established under the name Ditto (Thailand) Co., Ltd. (DITTO) with a registered capital of THB 1 million, operating a business providing multifunction photocopier rental services together with comprehensive maintenance services.</li> </ul>

### 1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

Is there an issuance of equity securities or debt securities? : No

### 1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Are there any issued securities with obligations or : No  
conditions?

### 1.1.5 Company information

Company name : DITTO (THAILAND) PUBLIC COMPANY LIMITED

Symbol : DITTO

Address : 235/1-3 Rat Phatthana Road, Rat Phatthana Sub-district, Saphan Sung District

Province : Bangkok

Postcode : 10240

Business : Data & Document Management, Business Process Outsourcing, Data Security, Climate Technology, Technology Devices & Engineering

Registration number : 0107559000150

Telephone : 0-2517-5555

Facsimile number : 0-2517-5434

Website : <http://www.dittothailand.com/>

Email : [corporate@dittothailand.com](mailto:corporate@dittothailand.com)

Total shares sold

Common stock : 693,913,599

Preferred stock : 0

Diagram of organization's logo



## 1.2 Nature of business

### 1.2.1 Revenue structure

#### Revenue structure by product line or business group

	2023	2024	2025
<b>Total revenue from operations (thousand baht)</b>	1,816,508.93	2,432,255.36	3,169,010.43
Distribution and service of document & data management solutions and cyber security system (thousand baht)	709,227.25	713,106.73	1,034,027.14
Engineering technology service for government agencies (thousand baht)	809,807.97	1,230,688.06	1,949,874.56
Rental, Sales and service of copier, printers and other technology products (thousand baht)	297,473.71	488,460.57	185,108.73
Other (thousand baht)	0.00	0.00	0.00
<b>Total revenue from operations (%)</b>	100.00%	100.00%	100.00%
Distribution and service of document & data management solutions and cyber security system (%)	39.04%	29.32%	32.63%
Engineering technology service for government agencies (%)	44.58%	50.60%	61.53%
Rental, Sales and service of copier, printers and other technology products (%)	16.38%	20.08%	5.84%
Other (%)	0.00%	0.00%	0.00%

By geographical area or market

	2023	2024	2025
Total revenue from operations (thousand baht)	1,816,508.93	2,432,255.36	3,169,010.43
Domestic (thousand baht)	1,816,508.93	2,432,255.36	3,169,010.43
International (thousand baht)	0.00	0.00	0.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Domestic (%)	100.00%	100.00%	100.00%
International (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	13,472.47	8,814.63	19,630.11
Other income from operations (thousand baht)	3,802.47	2,584.63	2,980.11
Other income not from operations (thousand baht)	9,670.00	6,230.00	16,650.00

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (thousand baht)	-1,531.05	47,659.18	61,028.61

## 1.2.2 Information on products and services

### 1.2.2.1 Product/service information and business innovation development

The current business portfolio of Ditto and its subsidiaries is segmented into the following 4 business types:

1. Data & Document Management Systems
2. Rental, sales and provision of services for photocopiers, printers and other technology product
3. Innovation Technology & Engineering Projects for Government Sector
4. Green and Climate Technology

#### 1.Data & Document Management

The Company offers integrated data and document management solutions, which include Document Management System and Enterprise Content Management System software, Business Process Outsourcing, and Data Security services. Further details are provided below:

**1.1 Document Management Software (Document Management System, Enterprise Content Management System)** The Company provides document management software for secure digital storage, offering categorized organizations to enhance searchability and usability. Enterprise Content Management (ECM) systems offer a comprehensive approach, supporting various data formats beyond documents, such as image files, and enabling efficient document routing and data management aligned with organizational workflows, leading to increased operational effectiveness and resource optimization. The Company is the authorized distributor for leading Enterprise Content Management systems from Laserfiche (USA) and Amagno (Germany), positioning it as a key provider in this market.

Furthermore, the Company also distributes other software relevant to enterprise data management, such as Data Analytic Systems and Cyber Security solutions, among others.

**1.2 Business Process Outsourcing (BPO) Services:** The Company provides document scanning and data archiving services to various organizations to facilitate technological transformation. This involves scanning documents and storing them digitally, with categorized organization and document workflow management tailored to each organization's operational processes. This enables efficient searching and utilization, resulting in time savings and reduced document storage costs. This service is particularly suitable for entities with substantial document volumes and numerous document users, such as financial institutions, large corporations, and government agencies. Document files are stored within a document management system, either the client's existing system or software provided and serviced by the Company.

This service integrates information technology systems with personnel from Ditto for comprehensive management. The Company's target clientele includes both government and private sector entities seeking to transition from paper-based to digital document storage. Service agreements are typically term-based and customized to the specific operational requirements of each organization.

The operational process commences with a detailed analysis of the client's needs, followed by the design of operational procedures and document flow or defined workflows. This includes steps for document preparation, scanning, and file verification before delivery to the client. The Company offers end-to-end BPO services, encompassing workflow design, personnel management, provision of document management software, and the sourcing of scanning equipment, computers, servers, and other necessary equipment for the defined operational system. Data verification procedures, including both full and random audits conducted by the Company's personnel or in collaboration with the client's staff, are implemented to ensure accurate and compliant outcomes according to the defined procedures.

**1.3 Cyber Security Services:** The Company offers comprehensive Cyber Security services, with a proven track record of serving financial institutions and governmental bodies. Its offerings include the implementation of advanced hardware and software for cyberattack detection and prevention, complemented by robust systems for cyber threat monitoring, such as SIEM, SOAR, WAF (Web Application Firewall), Firewall, IPS/IDS, and Email Security Gateway. The Company's solutions are engineered to provide security against both existing and emerging cyber threats. Moreover, Ditto maintains a team of expert personnel who provide round-the-clock design and management of these critical cyber security infrastructures for its clientele.

## **2. Rental, sales and provision of services for photocopiers, printers and other technology product**

### **2. Rental, sales and provision of services for photocopiers, printers and other technology product**

**2.1 Photocopier and Printer Leasing Services with Maintenance:** The Company offers photocopier leasing services to the government and private sector. As part of the service, the Company assumes full responsibility for maintenance, including toner replacement, spare parts, and repairs, ensuring the photocopiers remain in normal operating condition. This alleviates maintenance complexities for clients, particularly government agencies that often face procedural hurdles for procuring toner or repair parts. The Company provides lease agreements with terms tailored to client needs, ranging from short-term rentals for trade shows or seminars to long-term contracts based on individual client agreements.

The photocopiers leased by the Company are digital multi-function devices capable of various functions such as photocopying, printing, and scanning. The Company offers both new and reconditioned photocopiers to meet diverse client requirements. Reconditioned units are pre-owned photocopiers that have undergone thorough repair and refurbishment to ensure normal operational functionality. The Company operates its own photocopier reconditioning facility, and all reconditioned units undergo stringent quality checks to guarantee proper operation before delivery to clients. Currently, the Company has a nationwide customer base, with a concentration in Bangkok and its vicinity, as well as the eastern provinces, supported by the Company's extensive nationwide service and maintenance network.

**2.2 Drive-Thru Systems:** The Company distributes drive-thru systems, which facilitate the sale of goods to customers in vehicles. This expands the sales channels for operators and enhances customer convenience, offering a low contact purchasing option. The systems also include service management features to improve operational efficiency for businesses.

The drive-thru systems distributed by the Company are sourced from HM Electronics, Inc. (HME) of the United States, a leading global provider of drive-thru equipment. The Company holds the official distributorship for HME drive-thru systems in Thailand. Key clients include prominent restaurant chains and other food service businesses in Thailand recognizing the potential of drive-thru services.

**2.3 Point of Sale (POS) Systems:** The Company has expanded its business into Point of Sale (POS) systems, offering comprehensive front-of-house sales solutions. These systems include a full range of POS-related hardware integrated with software for recording sales data for processing, such as sales volume, product categories and quantities per customer purchase, inventory management, and customer membership information. The Company provides preventive and corrective maintenance, installation, and relocation services, leveraging its skilled mechanical and electronics service personnel and sufficient resources to serve clients with numerous branches nationwide. In addition to specialized technicians for drive-thru and POS systems, the Company has invested in training its service personnel to possess expertise in both photocopiers and printers, as well as drive-thru and POS systems, ensuring efficient human resource management.

## **3. Technology Devices & Engineering**

The company provides engineering services in the field of technology, with a focus on projects that incorporate innovative and specialized technologies. To date, the company has delivered a range of technology services, which can be categorized as follows:

### **3.1 Planetarium and Museum Systems**

Siam TC Technology Co., Ltd. provides comprehensive services covering design, engineering, architectural works, building construction, interior decoration, and museum exhibition development (including interactive systems, multimedia, and content creation). The company emphasizes the selection of modern and appropriate technologies and products tailored to the specific requirements and budgets of each client, particularly for planetariums and museums.

The company's personnel are responsible for overseeing operations and providing project management for planetarium and museum projects, ensuring that all activities are completed within the timeline and meet internationally recognized quality standards.

### **3.2 Telemetering Telemetry or SCADA (Supervisory Control and Data Acquisition) System**

A telemetry or SCADA system refers to a system used for monitoring, collecting, transmitting, and managing data, as well as displaying information and controlling remote devices through various communication networks, such as mobile communication signals or high-speed internet systems.

The environmental monitoring and management system consists of three main components: sensing devices, data acquisition and processing units, and software applications for visualization and control.

Various sensing devices are responsible for measuring specified parameters, such as water level, rainfall, water quality, and dissolved oxygen levels. The collected data is then transmitted to data acquisition and processing units, where it is analyzed and displayed, and subsequently transmitted via communication networks to a central control center in real time.

In addition, the system enables remote control of devices by sending commands through the same communication network.

The company focuses on providing engineering services covering the design, procurement, and installation of telemetry systems for irrigation applications. These include automated remote water monitoring systems across various river basins, as well as Early Warning systems for flood- and landslide-prone areas, particularly in steep terrains and foothill plains.

The scope of services ranges from site surveys, system design, equipment procurement, and installation of monitoring stations to the design and implementation of control rooms for related systems. The company's primary clients include government agencies such as the Royal Irrigation Department and the Department of Water Resources.

In addition, Siam TC Technology Co., Ltd. provides system development, maintenance, and repair services for telemetry systems. Key telemetry projects designed and installed by the company include:

1. Study, system planning, and installation of a telemetry system for water forecasting and warning in the Wang River Basin
2. Survey, study, and installation of automated remote water monitoring systems in the Chao Phraya River Basin and the middle Mun River Basin

3. Survey and installation of automated remote water monitoring systems in the Yom and Nan River Basins
4. Repair and maintenance of flood and landslide Early Warning systems
5. Installation of Early Warning systems for flood- and landslide-prone areas in steep and foothill regions
6. Development of an automated remote water monitoring system for the lower eastern southern river basins

### **3.3 Building Technology Systems**

Siam TC Technology Co., Ltd. provides design, supply, and installation services for building technology systems, including video conference rooms, audio-visual equipment, computer network systems, access control systems, and CCTV systems. The company begins by studying the client's requirements or the Terms of Reference (TOR), then designs the system and selects the appropriate equipment and technologies to present to the client.

Projects may be proposed directly to clients or in collaboration with other specialized companies through a consortium or joint venture, with Siam TC Technology responsible for the building technology portion. Alternatively, subcontractors may be engaged to execute specific tasks within the project.

In 2025, Siam TC Technology participated in several major projects, including:

1. Construction of the New Zoo – Phase 1
2. Construction of Museum Buildings – Phase 2 (architectural and interior design, utilities) for the Knowledge Wood Museum project, in honor of the Royal Coronation Ceremony
3. Development of Sand Beach Tourism Potential in Trat Province
4. Construction of the Underwater Life Museum in Phuket – Phase 1
5. Development of Ranong Mangrove Learning Center toward UNESCO World Heritage status
6. Development of Koh Man Nai Island for marine ecotourism enhancement among several other projects

### **4. Green & Climate Technology**

Previously, Ditto's subsidiary developed a green token project (Tokenization) aimed at conserving forest-based environmental assets. The registration statement was submitted to the Securities and Exchange Commission (SEC), and approval was granted in 2025 (B.E. 2568). The project encompasses registered areas under Thailand's voluntary greenhouse gas reduction standard, the Thailand Voluntary Emission Reduction Program (T-VER), covering a total of 18,608.07 rai, while areas under the Premium T-VER standard totaling 1,749.87 rai. Both projects are officially registered with the Thailand Greenhouse Gas Management Organization (TGO), operating under the Ministry of Natural Resources and Environment.

The issuance of digital tokens (Tokenization) serves not only as a mechanism for capital mobilization to support natural resource conservation, but also as the creation of a liquid alternative green asset class designed to meet the increasing demand for high-quality carbon credits from both domestic and international enterprises. The project is implemented in accordance with the Blue Carbon approach, ensuring environmental integrity and social responsibility.

**Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.**

Research and development (R&D) policy : No

**Additional explanation about R&D expenses in the past 3 years**

N/A

**1.2.2.2 Marketing policies of the major products or services during the preceding year**

focusing on delivering high-quality services that meet the evolving needs of customers in a rapidly changing digital era. The company employs an integrated marketing strategy to enhance brand awareness and continuously expand its customer base.

In terms of marketing, the company emphasizes communication through its corporate website, social media platforms, and content marketing to establish credibility and a reputation as a technology expert. In addition, it prioritizes building long-term relationships with corporate clients through effective consulting services and after-sales support.

Regarding competition, the technology industry is highly competitive, with both large enterprises and smaller operators. Differentiates itself by developing solutions tailored to the specific needs of clients and adopting new technologies.

In summary, the company adopts a customer-centric marketing strategy and creates competitive advantages through innovation and high-quality service delivery, enabling sustainable growth in a highly competitive market.

### **The industry competition during the preceding year**

#### **Marketing and Competition in the past year is segmented into the following 4 business types:**

##### **1. Data & Document Management Systems**

The government sector market continues to experience sustained growth, the company focuses on offering comprehensive document and data management services, including document management systems (DMS) and Enterprise Content Management System (ECMs) business process outsourcing (BPO), and data security. The company has also participated in large-scale government projects, such as developing electronic document management systems to support access to and use of digital information and importing data into digital systems.

And in 2024, the company received a contract from the Office of the Permanent Secretary of the Ministry of Social Development and Human Security for a Big Data integration project to manage social welfare. This work involves developing, linking, and integrating data from both within and outside the Ministry of Social Development and Human Security in order to provide and administer social welfare services. This includes managing budgets, providing services, and organizing social welfare programs with the utmost efficiency and effectiveness for the public, and truly responding to their needs.

Over the past year, the Company has developed systems to facilitate information services between service recipients and the public, enabling integrated service access at single points of contact for various agency missions. For example, providing consulting services to government agencies, banks, and the private sector on data management and the linking and exchange of data within the department and between agencies, as well as ensuring that open government data is accurate, high-quality, secure, and protects privacy.

On the other hand, the Company is also expanding into the Data center and Data Security market, which includes the use of hardware and software capable of detecting attacks, along with various systems to support security operations. Furthermore, We provide customers with 24/7 cybersecurity personnel to maintain and maintain this service.

##### **2. Leasing, Sales, and Service Division: Photocopiers, Printers, Drive-thru Systems, and Other Technology Solutions**

The POS system market currently exhibits high competition. The market can be segmented into two main groups based on the POS machine operating system: 1) the Windows-based market, primarily serving multi-branch Food and Beverage (F&B) businesses with proprietary software; and 2) the Android-based market, largely catering to small and medium-sized enterprises (SMEs) due to lower investment costs and user-friendly interfaces. The Company operates by partnering with leading importers and distributors of both Windows and Android POS systems to offer a wider range of options and meet diverse user needs.

For the drive-thru system business, where the Company is the authorized distributor of HME equipment in Thailand, the Company introduces and markets advanced technology and usage models to existing and new customers interested in installing drive-thru systems in their businesses. Current HME technology emphasizes XHD-level audio clarity, the highest level of sound fidelity, and incorporates Radar and Camera technology for vehicle detection within the system.

### **3. Innovation Technology & Engineering Projects for Government Sector**

The subsidiary's Innovation Technology & Engineering Projects business relies on its knowledge and expertise in various technologies, as well as its ability to identify and implement new technologies to enhance operations, provide convenience, and meet specific client requirements. Many projects are owned by the government agencies, requiring the Company to undergo selection and bidding processes specific to each agency or project. Competition is governed by the rules and procedures established by these agencies.

The subsidiary possesses a well-documented history of successful project execution across a diverse range of technology engineering endeavors. A significant competitive advantage is its established strategic alliances with prominent international principals in the technology and product sectors. In the specialized domain of immersive dome projection technology, the subsidiary's partnership with Evans & Sutherland, a dominant global player in the dome projection system market, has been instrumental in the consistent growth and market-leading performance of its planetarium project business within Thailand.

### **4. Green and Climate Technology**

With respect to competition in the climate and green technology sector, the number of market participants remains relatively limited, as Thailand has not yet implemented legally binding domestic greenhouse gas reduction requirements. Nevertheless, the year 2025 represented a pivotal milestone in Thailand's environmental policy landscape. The Cabinet granted approval in principle for the country's first Climate Change Act, establishing Thailand's inaugural comprehensive legislative framework for addressing global warming in alignment with the international community. At the international level, during COP30 in Belem, Brazil, the global community collectively reaffirmed its commitment to strengthening Nationally Determined Contributions (NDCs) to limit the rise in global temperature to no more than 1.5 Celsius. Thailand, as a Party to the agreement, has responded by enhancing its targets, with the objective of achieving Net Zero Emissions by 2050, 15 years ahead of its previous timeline, in order to align with international benchmarks. The Department of Climate Change and Environment has reported that Thailand currently generates approximately 385.89 million tons of carbon dioxide equivalent (tCO<sub>2</sub>e) annually. At COP30, Thailand declared its intention to reduce emissions to 152 million tons of carbon dioxide equivalent by 2035. Accordingly, the carbon credit market is regarded as a key mechanism supporting Thailand's transition toward Net Zero Emissions, consistent with its international obligations.

In addition, the Thailand Greenhouse Gas Management Organization (TGO) introduced the Premium T-VER standard, which has received recognition under Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). This recognition enhances Thailand's carbon credit certification standards to a level comparable with international frameworks.

Currently, carbon credit trading is gaining substantial momentum among large corporations and is increasingly sought after by smaller organizations aiming to offset emissions associated with events and operational activities. Notably, mangrove forestry projects not only facilitate carbon sequestration but also enhance marine biodiversity, improve seawater and soil quality, and promote ecosystem restoration, while simultaneously generating income streams that provide tangible benefits to local communities.

#### **1.2.2.3 Procurement of products or services**

### **1. Business of Sales and Services for Data & Document Management Systems**

For the Data & Document Management services business, the Company conducts a thorough assessment of client requirements, including the scope of services, nature of documents, and data to be stored. This encompasses the client's operational workflows, desired output information, and the characteristics of their existing programs or systems that need to interface with the Ditto Document Management System. Subsequently, the Company designs a comprehensive workflow solution. This solution covers all aspects, from designing document scanning and storage procedures, procuring document scanning personnel and equipment, implementing software for verifying the accuracy and completeness of document scanning, and deploying Enterprise Content Management (ECM) software or data management systems. It also includes designing the integration of processed output with the client's designated systems. The Company selects the most suitable software for each client's specific operational needs. For the licenses of the document management system software, the Company procures licenses from both domestic and international vendors, including those in the United States and Germany, to offer comprehensive document management solutions to its clients. Currently, the Company has established partnerships with document management software providers and employs dedicated software personnel to provide specialized support for clients' document management systems.

### **2. Photocopier and Printer Rental and Maintenance Services**

For the leasing, sales, and service business of photocopiers, printers, and other technology products, the Company primarily procures directly from brand owners within Thailand. Additionally, a portion of the photocopier fleet consists of refurbished units, which are previously used machines that have been repaired and restored to normal operating condition.

### **3. Innovation Technology & Engineering Projects for Government Sector**

#### **Procurement of Products and Services**

Siam TC Technology Co., Ltd. places great importance on the process of procuring products and services to ensure that the solutions and goods offered are of high quality, meet established standards, and effectively satisfy customer requirements.

In terms of product procurement, the company carefully selects reliable suppliers and business partners, both domestically and internationally, based on product quality, manufacturing standards, pricing, and timely delivery capabilities. Long-term relationships with suppliers are maintained to ensure continuity in the supply chain and minimize the risk of product shortages.

Furthermore, the company conducts thorough quality inspections before products are utilized or delivered to clients, ensuring that every item complies with specified standards. Continuous feedback from clients is also monitored to drive ongoing improvements in product quality.

Regarding service procurement, Siam TC Technology focuses on providing comprehensive technology services, ranging from consulting, system design, and installation to maintenance and after-sales support. The company relies on teams of specialized professionals who undergo regular training to effectively support emerging technologies.

The company may collaborate with external partners on projects requiring specialized expertise to enhance service capabilities and respond to client needs quickly and flexibly.

In summary, Siam TC Technology adopts a systematic and standardized approach to procuring products and services, emphasizing quality to maximize customer satisfaction and support the company's long-term growth.

### The company's production capacity

	Production capacity	Total utilization (Percent)
N/A (N/A)	0.00	0.00

N/A

### Acquisition of raw materials or provision of service

#### Sourcing of Materials for Production and Service Delivery

The Company provides equipment and services with due consideration to quality, standards, supply chain stability and resilience. This approach supports efficient operations and ensures alignment with customer requirements.

#### Procurement of Software and Hardware

The Company provides Software and Hardware based on principles of quality, standardization, and system security. Considerations include performance, reliability, and the supplier's ability to deliver within the specified timeframe. The Company requires procurement to be made exclusively through officially authorized distributors appointed by the manufacturers to ensure product authenticity, compliance with standards, and access to technical support, warranties, and after-sales services. This also mitigates risks associated with substandard or unauthorized sources.

#### Service Outsourcing

The Company places importance on outsourcing and collaboration with specialized service providers, with a focus on service quality delivered to customers. A formal process for selection, evaluation, and performance monitoring of suppliers is implemented in accordance with established procedures, ensuring that suppliers possess the capability to deliver services in line with the Company's required standards.

### Proportion of domestic and overseas procurement

Countries	Name of raw material	Value (Baht)
Thailand	N/A	0.00

### 1.2.2.4 Assets used in business undertaking

#### Core permanent assets

#### Assets used in Business Undertaking:

#### Land, Buildings, and Equipment

As of 31 December 2025, the Company and its subsidiaries owned land, buildings, and equipment, with further details provided below:

Asset Details	Size (Rai)	Book Value (THB Million)	Ownership Status	Encumbrance
		As of 31 December 2025		
1. 1. Land and land improvements				

1. Title Deed No. 59517, located in Khlong Tamru Subdistrict, Mueang Chonburi District, Chonburi Province (Factory)	7-0-46	6,364,751.58	Owned by the Company	Pledged as collateral for loans with financial institutions
1. Title Deed No. 83116, located in Khlong Tamru Subdistrict, Mueang Chonburi District, Chonburi Province (Employee Housing)	5-0-61	4,635,248.42	Owned by the Company	
1. Title Deeds No. 6653– 6656, located in Soi Ramkhamhaeng 118, Saphansung District, Bangkok Metropolitan Area (Warehouse)	1-0-61	15,686,000.00	Owned by the Company	Pledged as collateral for loans with financial institutions
1. Land Improvements (Factory and Warehouse)		1,844,190.21	Owned by the Company	
1. e) Title Deeds No. 6657-6661 and 4886-4690 located in Saphansung Subdistrict, Buengkum District, Bangkok	1-1-93	26,685,000.00	Owned by the Company	
Total Land		55,215,190.21		
1. 2. Buildings and Building Improvements				
1. a) Building 1 (Factory) located at Khlong Tamru Subdistrict, Mueang Chonburi District, Chonburi Province		1,725,146.59	Owned by the Company	Pledged as collateral for loans with financial institutions
1. b) Building 2 (Employee Housing) located at Khlong Tamru Subdistrict, Mueang Chonburi District, Chonburi Province		211,705.13	Owned by the Company	
1. Building (Warehouse) located at Soi Ramkhamhaeng 118, Saphansung District, Bangkok		7,522,993.60	Owned by the Company	Pledged as collateral for loans with financial institutions

1. Land and Building Improvements		9,647,307.76	Owned by the Company	Pledged as collateral for loans with financial institutions
Total Buildings and Building Improvements		19,107,153.08		
1. 3. Leased Photocopiers		12,054,058.18	Owned by the Company	
1. 4. Scanners		10,475,173.27	Owned by the Company	
1. 5. Tools and Equipment		16,144,453.96	Owned by the Company	
1. 6. Office Furniture and Equipment		4,074,149.41	Owned by the Company	
1. 7. Computer Systems		8,162,701.57	Owned by the Company	
1. 8. Vehicles		39,098,670.29	Owned by the Company	
<b>Total Land, Buildings, and Equipment</b>		<b>164,331,549.97</b>		

\*The Company has entered into a lease agreement for land and buildings with RYU Asset Development Co., Ltd., to be used as the head office of the Company and its subsidiaries. The total rental fee of THB 60.00 million has been fully paid.

### Right-of-Use Assets

As of 31 December 2025, the Company and its subsidiaries held right-of-use assets as detailed below:

Right-of-Use Asset Details	Book Value (THB Million)	Ownership Status	Encumbrance
	as of 31 December 2025		
Office Building, Ratphattana Road, Saphansung District, Bangkok*	40,452,211.29	Under long-term lease from RYU Asset Development Co., Ltd.	Pledged as collateral for loans with financial institutions
Office Building, Udomsuk Road, Prawet District, Bangkok	6,838,313.44		
Land for Parking Facilities, Ratphattana Road, Saphansung District, Bangkok	691,564.72		
Vehicles	5,646,619.18		
<b>Total Right-of-Use Assets</b>	<b>53,628,708.63</b>		

## Core intangible assets

### Intangible Assets

As of 31 December 2025, the Company and its subsidiaries have intangible assets with details as follows.

Details of Intangible Assets	Book Value (THB Million) as of 31 December 2024	Book Value (THB Million) as of 31 December 2025
a) Cost of Software for the Central Project	306,603.36	111,728.52
b) Computer Software License and System Development Costs	13,912,719.42	9,310,820.77
c) Software in Progress	450,000.00	0.00
<b>Total Intangible Assets</b>	<b>14,669,322.78</b>	<b>9,422,549.29</b>

### Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes  
companies

### Investment and Management Policy in Subsidiaries and Associates

Ditto (Thailand) Public Company Limited) has established a policy for investment and management in its subsidiaries and associated companies. The Company will invest in businesses that are related, similar, or supportive to its core operations in order to enhance stability and overall performance. In this regard, the Company will carefully consider factors such as the proportion of investment, expected returns, potential risks, and the financial status of the target entity prior to making any investment decisions. Such investments must be approved by the Board of Directors' Meeting and/or the Shareholders' Meeting in accordance with the defined authorization levels.

In addition, with respect to the governance of subsidiaries and associates, the Company will appoint its representatives who possess appropriate qualifications and experience relevant to the invested business to serve as directors in such entities. These representatives may include the Chairman, Chief Executive Officer, directors, senior executives, or other personnel of the Company who do not have any conflict of interest with the subsidiaries or associates. This is to ensure that the Company can effectively supervise and manage these entities as if they were part of its own organization.

The Company requires its appointed representatives to manage subsidiaries and associates in compliance with applicable regulations, internal policies, and relevant laws governing the operations of those entities. Furthermore, the appointment of representatives to serve on the boards of subsidiaries and associates shall be proportionate to the Company's shareholding and/or in accordance with any shareholders' agreements in the case of associated companies.

The Company will closely monitor the operating results and performance of its subsidiaries and associates. It will also ensure that proper data collection and accounting records are maintained, allowing the Company to conduct audits and reviews as necessary.

### 1.2.2.5 Under-construction projects

Under-construction projects : Yes

The Company had received purchase order or had signed contract with customers which haven't been delivered as follow:

Project Description	Contract Duration		Total Project Value		Undelivered Project Value
	Start	End	THB Million	Revenue Recognized	
The New Zoo Phase I Khlong Hok	Apr 2023	Oct 2026	2,952.21	1,954.58	997.63
The Precious Wood Knowledge Museum on The Auspicious Occasion of The Grand Coronation Ceremony	Jun 2023	Nov 2027	945.59	193.88	751.71
Others			5,738.55	4,308.50	1,430.05
<b>Total</b>			<b>9,636.34</b>	<b>6,456.96</b>	<b>3,179.39</b>

Unit: THB Million

### Details of under-construction projects

Total projects : 113

Values of total ongoing projects : 9,636,344,371.00

Realized value : 6,456,956,421.00

Unrealized value of remaining projects : 3,179,387,950.00

Additional details : -

### Details specification of under-construction projects

Project name	Project revenue recognition (Percent)	Estimated duration (Year)	Estimated completion time	Project value (Million Baht)	Additional details
The New Zoo Phase I Khlong Hok	66.00	3 Year 6 Month	Oct 2026	2,952.21	-
The Precious Wood Knowledge Museum on The Auspicious Occasion of The Grand Coronation Ceremony	21.00	4 Year 5 Month	Nov 2027	945.59	-

## 1.3 Shareholding structure

### 1.3.1 Shareholding structure of the group of companies

#### Policy on operational organization within the group of companies

#### Shareholding Structure of the Corporate Group

The business operations of the Group are segmented, with Ditto (Thailand) Public Company Limited operating in integrated Data & Document Management solutions, Business Process Outsourcing, Data Security, Green & Climate Technology, and Carbon Credits. The subsidiary, Siam TC Technology Company Limited, focuses on Innovation Technology & Engineering Projects. The equity holding structure within the Group is as follows:

##### Subsidiary

Siam TC Technology Company Limited, a subsidiary of the Company, initially established on 22 February 2006, by the Rattanakamolporn family. Ditto (Thailand) Public Company Limited subsequently acquired a controlling interest, formalizing its subsidiary relationship on 3 November 2014, and currently holds 99.99% of the total registered and fully paid-up capital of THB 20 million, represented by common shares. The subsidiary's principal activities involve the provision of services of innovation technology & engineering for various governmental bodies, with a strategic emphasis on projects incorporating innovative and specialized technological solutions, including planetariums, museums, telemetry networks, early warning infrastructure, and control systems for waste processing into Refuse Derived Fuel (RDF).

##### Joint Venture

D T X Company Limited constitutes a joint venture entity of the Company, incorporated on 6 December 2022, wherein the Company maintains a 50% equity holding in its registered capital. The joint venture is engaged in the provision of technological services for the management of public infrastructure assets and urban development initiatives. In pursuit of its strategic investment objectives within the domain of electronic asset data management utilizing Building Information Modeling (BIM) and Digital Twins, the Company further acquired a 51% equity stake in Asset Activator Company Limited.

Asset Activator Company Limited, thus become a subsidiary of D T X Company Limited, the Company's joint venture and is engaged in the business of developing Digital Twin software, creating virtual models from physical assets. Its operations encompass (1) proprietary 3D environmental software, (2) the deployment of sensor equipment, and (3) automated data analytics for the remote administration of buildings and public infrastructure.

##### Associate company

Additionally, the Company holds a 24.90% investment in Netbay Public Company Limited (NETBAY). NETBAY's business focuses on the innovation, creation, and development of a Digital Business Technology Platform facilitating electronic transactions (Digital Business Services). Their offerings are delivered to clients through a comprehensive Software as a Service (SaaS) model, catering to business-to-government (B2G), business-to-business (B2B), and business-to-consumer (B2C) interactions.

Data Tech Transformation Company Limited was incorporated on 26 March 2025. The company hold 34.99% of its paid-up registered capital. The associate operates a platform and application providing business management solutions supporting lending services for automotive repair garages (Garage Lending).

The Company also maintains an investment in Somapa Information Technology Public Company Limited (SIT), representing an 18% shareholding in its paid-up capital. This interest was obtained through a transfer from A.D.M.T. Company Limited (an entity controlled by SIT's principal shareholders) via an Entire Business Transfer (EBT). SIT's core business includes the provision of Advance Passenger Processing System (APPS) services, Passenger Name Record (PNR) data processing, and a range of information technology services, such as application program design and development, data management system architecture analysis, and IT-related project consultancy.

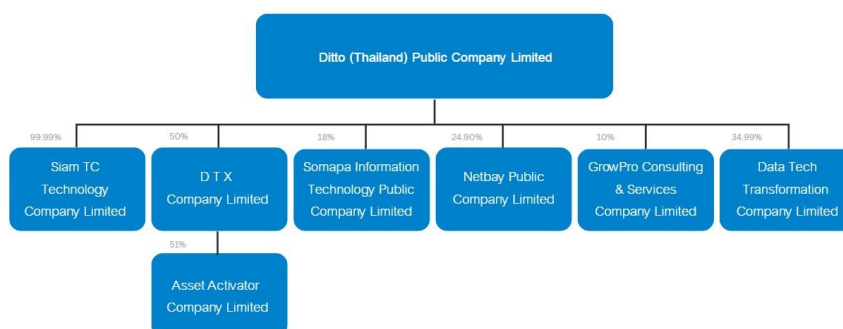
The Company has invested in GrowPro Consulting & Services Company Limited ("GrowPro"), holding 10% of its issued and paid-up ordinary shares. GrowPro operates a cybersecurity services business comprising: (1) a Security Operations Center (SOC); (2) implementation of cybersecurity systems; and (3) maintenance services for cybersecurity systems under maintenance agreements.

### Shareholding diagram of the group of companies

Does your company have any shareholdings in other : Yes

companies?

#### Shareholding diagram



### Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Siam TC Technology Company Limited	DITTO (THAILAND) PUBLIC COMPANY LIMITED	99.99%	99.99%

### Associated companies

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
DATA TECH TRANSFORMATION COMPANY LIMITED	DITTO (THAILAND) PUBLIC COMPANY LIMITED	35.00%	35.00%
Netbay Public Company Limited	DITTO (THAILAND) PUBLIC COMPANY LIMITED	24.90%	24.90%
Somapa Information Technology Public Company Limited	DITTO (THAILAND) PUBLIC COMPANY LIMITED	18.00%	18.00%
GrowPro Consulting and Services Company Limited	DITTO (THAILAND) PUBLIC COMPANY LIMITED	10.00%	10.00%

### Joint venture companies

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)
D T X Company Limited	DITTO (THAILAND) PUBLIC COMPANY LIMITED	50.00%

### Company that holds 10% or more of the total shares sold

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Siam TC Technology Company Limited 235/1 Ratphatthana Road, Ratphatthana Subdistrict, Saphansung District Bangkok 10240 Telephone : 02-517-6666 Facsimile number : 02-517-6685	Providing services related to innovation technology & engineering projects for government sector.	Common shares	1,000,000	1,000,000

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
<p>DATA TECH TRANSFORMATION COMPANY LIMITED 100/22 Sathorn Nakorn Tower, 15th Floor, North Sathorn Road, Silom Subdistrict, Bangrak District Bangkok 10500 Telephone : - Facsimile number : -</p>	<p>The company operates a platform and application for managing and enabling lending services for automotive repair garages (Garage Lending Platform).</p>	<p>Common shares</p>	<p>10,000</p>	<p>10,000</p>
<p>Netbay Public Company Limited 719/5, 8-9 Rama VI Road, Wang Mai Subdistrict, Pathum Wan District Bangkok 10330 Telephone : 02-620-1800 Facsimile number : 02-612-3051</p>	<p>Inventing, creating, and developing a Digital Business Technology Platform for electronic transactions (Digital Business Services) and offering these products to users in a comprehensive service format (SaaS: Software as a Service) between the business and government sectors (B2G), between business and business sectors (B2B), and between the private sector and the public or consumers (B2C).</p>	<p>Common shares</p>	<p>200,000,000</p>	<p>200,000,000</p>
<p>Somapa Information Technology Public Company Limited 12 Soi Phrayasuren 35, Phrayasuren Road, Bangchan Subdistrict, Khlong Samwa District Bangkok 10510 Telephone : 02-791-8888 Facsimile number : 02-791-8899</p>	<p>Providing Advance Passenger Processing System (APPS) services, processing Passenger Name Record (PNR) data, and offering information technology services, including the design and development of application programs, analysis of data management system structures, as well as providing consulting for various projects related to information technology.</p>	<p>Common shares</p>	<p>250,000,000</p>	<p>250,000,000</p>

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
GrowPro Consulting and Services Company Limited 77/22 Soi Ramintra 40, Nuanchan Subdistrict, Bueng Kum District Bangkok 10230 Telephone : 02-988-7722 Facsimile number : -	Provides a full suite of managed cybersecurity services to customers on a subscription bases covering vulnerability management, incident response and SOC as a service solution specifically designed for MSPs and MSSPs	Common shares	55,600	55,600
D T X Company Limited 40 Udomsuk Road, Nong Bon Subdistrict, Prawet District, Bangkok 10250 Telephone : 081-805-8694 Facsimile number : -	Digital Twin Technology	Common shares	3,000,000	3,000,000

### 1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential conflicts : No  
of interest holding shares in a subsidiary or associated  
company?

### 1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business : Yes  
group of a major shareholder?

#### Affiliations with the Company's Primary Investors

The Rattanakamolporn family serves as the principal shareholder group of the Company, holding a 49.777% equity position. This group also maintains investments in various businesses, encompassing real estate leasing, groundwater system development, and water treatment solutions.

Notably, the Rattanakamolporn family holds significant stakes in entities that could potentially create conflicts of interest with the Company's operations. To address this, the following conflict prevention measures are in place:

#### 1. Tree Genius of Wisdom Center Company Limited

Tree Genius of Wisdom Center Company Limited (formerly known as B.P.P. Stationery Company Limited) was established on 17 April 1996, with its initial business focused on stationery retail and photocopying services in the Ban Bueng District of Chonburi Province. Mr. Teerathat Rattanakamolporn, Mr. Peerapol Prasertchaikul and his three offspring held a collective 100% of the Company's registered and fully paid-up capital. The stationery retail and photocopying

operations were discontinued in 2012, and the remaining assets were liquidated by 2015. The company's current business activities involve the provision of meeting and seminar facilities, as well as tutoring spaces. Tree Genius of Wisdom Center Company Limited (under its previous identity, B.P.P. Stationery Company Limited) has executed a formal undertaking not to engage in any business activities that would compete with the Company and its subsidiaries in the rental, sale, and servicing of photocopiers, printers, and document management systems, or in the provision of technology engineering services and contracting for government projects, including but not limited to planetarium and museum systems, telemetry systems, and building technology systems, whether such competition is direct or indirect.

## 2. Rolling Konzept Innovation Company Limited

Rolling Konzept Innovation Company Limited is a company under the control of the Rattanakamolporn family, with Mr. Teerachai Rattanakamolporn and Mr. Takorn Rattanakamolporn holding a combined 99.99% equity stake in its registered and fully paid capital. The company's operational focus is on providing engineering services and undertaking groundwater system project contracts for various government agencies.

In 2014, the Company's subsidiary participated in a consortium with Rolling Konzept Innovation Company Limited and two unrelated companies to bid for the Integrated Administrative Building Project. The consortium agreement stipulated that the subsidiary would handle internal building technology systems, such as audio-visual, solar power, CCTV, and public communication systems, while Rolling Konzept Innovation Company Limited was responsible for all structural engineering work. The Company and its subsidiary have no plans to engage in further consortium agreements with Rolling Konzept Innovation Company Limited in the future.

Rolling Konzept Innovation Company Limited has executed a formal commitment not to engage in any business activities that would compete with the Company and its subsidiaries in the rental, sale, and service of photocopiers, printers, and document management systems, or in the provision of technology engineering services and contracting for government sector projects, including but not limited to planetarium and museum systems, telemetry systems, and building technology systems, whether such competition is direct or indirect.

## 3. Green Water Engineering Company Limited

Green Water Engineering Company Limited is a company under the control of the Rattanakamolporn family, with Mr. Takorn Rattanakamolporn and Mr. Chaithad Kulchokwanich as authorized directors. Mr. Takorn Rattanakamolporn and Mr. Teerachai Rattanakamolporn collectively hold 80.00% of the company's registered and paid-up capital, while Mr. Chaithad Kulchokwanich holds 10.00%. The company operates in providing engineering services and undertaking groundwater system project contracts for various government agencies, and imports water-related equipment, gate control devices, water meters, and soda spa device for beauty and wellness purposes. Green Water Engineering Company Limited has signed a letter of undertaking not to engage in businesses that compete with the Company and its subsidiaries in the rental, sale, and service of photocopiers, printers, and document management systems, as well as the provision of services and technology engineering contracting for government agency projects such as planetarium and museum systems, telemetry systems, building technology systems, etc., or any transactions that may directly or indirectly compete with the businesses of the Company or its subsidiaries.

## 4. Gateway Green Company Limited

Gateway Green Company Limited was established on 11 January 2010, to operate a business importing printing ink for photocopiers and printers for the Company. Ms. Pondkarn Rattanakamolporn is the authorized director, and Ms. Pondkarn Rattanakamolporn and Ms. Rapee Rattanakamolporn collectively held 75.00% of its registered and paid-up capital. In 2015, the company ceased its printing ink import business and shifted to distributing health products such as olive oil. Currently, it is not engaged in any commercial activities. Gateway Green Company Limited has signed a letter of undertaking not to engage in businesses that compete with the Company and its subsidiaries in the rental, sale, and service of photocopiers, printers, and document management systems, as well as the provision of services and

technology engineering contracting for government agency projects such as planetarium and museum systems, telemetry systems, building technology systems, etc., or any transactions that may directly or indirectly compete with the businesses of the Company or its subsidiaries.

#### 5. RYU Technology Company Limited

RYU Technology Company Limited is currently an entity under the control of the Rattanakamolporn family, with Mr. Teerachai Rattanakamolporn serving as the authorized director and holding a 99.99% equity interest in its issued and fully paid-up capital. Initially established by former management personnel of Rolling Concept Innovation Company Limited, the company's principal business activities involve the provision of engineering services and the execution of groundwater system project contracts for various governmental bodies, as well as the distribution of educational training equipment such as drilling and lathe machines to educational institutions. Historically, RYU Technology Company Limited procured photocopier repair training sets from Siam Royal Industry Company Limited and Ditto (Thailand) Public Company Limited for resale, including to Siam TC Technology Company Limited for subsequent distribution to educational institutions.

Subsequently, on 28 April 2017, Mr. Teerachai Rattanakamolporn acquired all outstanding shares of RYU Technology Company Limited from the former executives of Rolling Konzept Innovation Company Limited, recognizing the alignment of its groundwater system project contracting business for government agencies with that of Rolling Konzept Innovation Company Limited. This acquisition was undertaken with the objective of expanding the potential within this business sector. RYU Technology Company Limited has executed a legally binding undertaking stipulating its abstention from engaging in any business activities that would constitute competition, either directly or indirectly, with the Company and its subsidiaries in the rental, sale, and servicing of photocopiers, printers, and document management systems, or in the provision of technology engineering services and contracting for government agencies, including but not limited to planetarium and museum systems, telemetry systems, and building technology systems.

#### 6. RYU Asset Development Company Limited

RYU Asset Development Company Limited is an entity under the control of the Rattanakamolporn family, with Mr. Teerachai Rattanakamolporn serving as the authorized director and holding 100% of the issued and fully paid-up capital. Historically, the Company and its subsidiaries held leasehold interests in office premises from RYU Asset Development Company Limited, an entity also controlled by the Rattanakamolporn family, which served as the corporate headquarters. Additionally, the Company leased warehouse facilities located in Soi Ramkhamhaeng 118 for inventory storage, quality control, and repair operations.

The lease agreements pertaining to the aforementioned office building and warehouse were short-term in duration. The subsidiary incurred capital expenditure for building improvements amounting to THB 29.74 million for the office premises, and the Company incurred THB 10.06 million for the warehouse facilities. To optimize the structure of asset ownership amongst the Company, its subsidiaries, and related parties, and to enhance the transparency of the leasehold arrangements, the Company and its subsidiaries divested the capitalized building improvements related to the office building and warehouse to RYU Asset Development Company Limited at consideration values of THB 22.78 million and THB 9.32 million, respectively, aligning with their carrying values as of 31 October 2015. Subsequently, the Company entered into a long-term lease agreement for the office building with RYU Asset Development Company Limited for a 30-year term, with rental rates established based on an independent valuation conducted by an appraiser accredited by the Securities and Exchange Commission of Thailand. Furthermore, the Company acquired the freehold interest in the aforementioned land and warehouse building from RYU Asset Development Company Limited at a price equivalent to the appraised value determined by an independent appraiser accredited by the Securities and Exchange Commission of Thailand.

All the aforementioned transactions between the Company, its subsidiaries, and RYU Asset Development Company Limited received the requisite approvals from the Audit Committee Meeting No. 2/2015 held on 5 November 2015, the

Board of Directors Meeting No. 2/2015 held on 5 November 2015, and the Extraordinary General Meeting of Shareholders No. 1/2015 held on 20 November 2015.

### Shareholders

As of 30 December 2025, the total count of DITTO security holders was 8,131. This comprised 8,113 Thai security holders holding an aggregate of 658,601,313 shares (representing 3.10% held by legal entities and 91.81% held by natural persons) and 18 foreign security holders holding a total of 35,312,286 shares. The total number of issued and outstanding shares was 693,913,599 shares.

The detailed breakdown of the Company's shareholders as of 30 December 2025, is presented below:

No.	Shareholder	Amount	Percentage
1	<b>Rattanakamolporn Family Group</b>	<b>345,414,400</b>	<b>49.777</b>
	Mr. Teerachai Rattanakamolporn	199,867,400	28.803
	Mr. Takorn Rattanakamolporn	97,415,000	14.038
	Mrs. Kanraya Suamornrattanakul	22,392,000	3.227
	Ms. Thidarat Suamornrattanakul	22,680,000	3.268
	Ms. Pondkarn Rattanakamolporn	3,060,000	0.441
2	Mr. Sompong Chonkadeedamrongkul	33,280,000	4.796
3	Mr. Pichit Viwatrujirapong	33,200,000	4.784
4	Mrs. Wantanee Petchlohakul	15,806,984	2.278
5	Mr. Denpong Somapa	14,434,200	2.080
6	Thai NWDR Company Limited	13,272,820	1.913
7	Mr. Supachoke Tantivit	10,630,000	1.532
8	Mrs. Warunee Chonkadeedamrongkul	8,745,800	1.260
9	Mr. Pairoj Panchaprateep	6,241,120	0.899
10	BNF Asset Management Company Limited	6,110,000	0.881

### **Note:**

The relationships within the Rattanakamolporn family group are as follows:

- Mr. Teerachai Rattanakamolporn is the elder brother of Mr. Takorn Rattanakamolporn.
- Ms. Thidarat Suamornrattanakul is the spouse of Mr. Teerachai Rattanakamolporn.
- Mrs. Kanraya Suamornrattanakul is the mother of Ms. Thidarat Suamornrattanakul.
- Ms. Pondkarn Rattanakamolporn is the elder sister of Mr. Takorn Rattanakamolporn and Mr. Teerachai Rattanakamolporn.
- Mr. Teerachai Rattanakamolporn directly holds 173,560,000 shares and holds an additional 12,000,000 shares through the custodian BANK OF SINGAPORE LIMITED and another 14,307,400 shares through UBS AG SINGAPORE.

### **1.3.4 Shareholders**

## List of major shareholders

Group/List of major shareholders	Number of shares (shares)	% of shares
1. Rattanakamolporn Family Group	345,414,400	49.78
1.1. Mr. Teerachai Rattanakamolporn	199,867,400	28.80
1.2. Mr. Takorn Rattanakamolporn	97,415,000	14.04
1.3. Mrs. Kanraya Suamornrattanakul	22,392,000	3.23
1.4. Ms. Thidarat Suamornrattanakul	22,680,000	3.27
1.5. Ms. Pondkarn Rattanakamolporn	3,060,000	0.44
2. Mr. Sompong Chonkadeedamrongkul	33,280,000	4.80
3. Mr. Pichit Viwatrujirapong	33,200,000	4.78
4. Mrs. Wantanee Petchlohakul	15,806,984	2.28
5. Mr. Denpong Somapa	14,434,200	2.08
6. Thai NVDR Company Limited	13,272,820	1.91
7. Mr. Supachoke Tantivit	10,630,000	1.53
8. Mrs. Warunee Chonkadeedamrongkul	8,745,800	1.26
9. Mr. Pairoj Panchaprateep	6,241,120	0.90
10. BNF Asset Management Company Limited	6,110,000	0.88

### Major shareholders' agreement

Does the company have major shareholders' agreements? : No

## 1.4 Amounts of registered capital and paid-up capital

### 1.4.1 Registered capital and paid-up capital

#### Registered capital and paid-up capital

Registered capital (Million Baht) : 399,678,906.50

Paid-up capital (Million Baht) : 346,956,799.50

Common shares (number of shares) : 693,913,599

Value of common shares (per share) (baht) : 0.50

#### Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

### 1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from : No

those of ordinary share

### 1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : Yes

Number of shares (Share) : 13,272,820

Calculated as a percentage (%) : 1.91

#### The impacts on the voting rights of the shareholders

This may result in a reduction of the total number of shares held by shareholders attending the meeting and eligible to vote in the vote-counting process

## 1.5 Issuance of other securities

### 1.5.1 Convertible securities

Convertible securities : No

### 1.5.2 Debt securities

Debt securities : No

## 1.6 Dividend policy

### **The dividend policy of the company**

The Company has a policy to pay dividends to its shareholders at a rate of not less than 40% of the Company's net profit as presented in the separate financial statements, after deduction of corporate income tax and statutory reserves and other reserves (if any). However, the dividend payment may be subject to change depending on the Company's operating results, financial position, liquidity, business expansion, working capital requirements, investment plans and future business expansion, market conditions, appropriateness, and other factors relating to the Company's operations and management. Such dividend payment shall be made on the condition that the Company has sufficient cash flow to support its business operations and that the payment will generate maximum benefit to the shareholders, as deemed appropriate by the Board of Directors and/or the shareholders of the Company.

Any resolution adopted by the Board of Directors approving the dividends payment shall be proposed for approval at the shareholders' meeting, except for interim dividends. The Board of Directors is authorized to approve the interim dividend payments and shall subsequently be reported to the shareholders at the next shareholders' meeting.

### **The dividend policy of subsidiaries**

The dividend distribution policies of the subsidiaries will be evaluated in accordance with the proposals presented by their respective Boards of Directors. This evaluation will encompass a review of their operating results, financial condition, liquidity position, investment strategies, legal stipulations, and other relevant factors pertaining to the subsidiaries' management, future operational needs, and overall suitability.

## Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	N/A	N/A	0.5200	0.6600	0.8600
Dividend per share (baht : share)	N/A	N/A	0.2500	0.2500	0.5000
First Dividend Payment (baht : share)	N/A	N/A	0.2500	0.2500	0.2500
Interim Dividend (baht : share)	N/A	N/A	0.0000	0.0000	0.2500
Ratio of stock dividend payment (existing share : stock dividend)	N/A : N/A	N/A : N/A	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000
Value of stock dividend per share (baht : share)	N/A	N/A	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	N/A	N/A	0.2500	0.2500	0.5000
Dividend payout ratio compared to net profit (%)	N/A	N/A	105.52	79.01	102.71

## Historical dividend payment information

Fiscal Year	Dividend Payout (THB)	Net Profit* (THB)	Dividend Payout Ratio*	In Compliance / Not in compliance with the company's dividend policy
2025	346,956,799.50	337,796,161.55	102.71%	Comply
2024	173,478,399.50	219,562,423.67	79.01%	Comply
2023	173,478,399.50	164,410,451.45	105.52%	Comply
2022	58,679,732.22	110,285,916.51	53.21%	Comply
2021	48,882,499.08	190,786,104.44	25.62%	Do not comply

\* Net profit from the separate financial statements after tax, legal reserve, and other reserves (if any).

## Dividend payment compared to the previous years

## 2. Risk management

### 2.1 Risk management policy and plan

#### Risk management policy and plan

##### Risk Management Policy

The Company is committed to good corporate governance and has adopted an enterprise-wide risk management process in accordance with the COSO framework. Management and all employees recognize their responsibility to comply with the risk management policy in order to control risks to an acceptable level and enable the Company to achieve its stated objectives.

1. Risk management is designated as a responsibility of employees at all levels. All personnel are required to be aware of risks and actively participate in managing risks arising from their operations at both the unit and organizational levels. Emphasis is placed on systematic risk management under an effective internal control framework to ensure that risks remain within the level acceptable to the Company.
2. The risk management process shall be aligned with international best practices and be supported by a clear organizational structure with defined roles and responsibilities. This ensures that risks which may affect the Company's operations are managed efficiently and consistently across the organization. Risk management shall be integrated into decision-making processes, strategic planning, operational plans, projects, and business operations, in alignment with the Company's objectives, goals, vision, mission, and core values. This approach supports operational excellence and enhances confidence among stakeholders.
3. Management and employees are responsible as risk owners. Their duties include identifying events, analyzing risks and opportunities, assessing the likelihood and impact of risks and opportunities, formulating strategic plans, and managing risks in a balanced manner. This also includes Business Continuity Management (BCM), supported by efficient and effective allocation of resources. Risk management activities shall be monitored, reviewed, and reported on a regular basis.
4. The Company promotes and supports the use of information technology systems in risk management. Comprehensive risk management reporting systems shall be established, and personnel at all levels shall be encouraged to access risk-related information. In addition, the Company supports the development of knowledge and skills in risk management through appropriate training and learning programs to enable employees to participate effectively in risk management activities.
5. Risk management shall be embedded as an integral part of the Company's organizational culture and routine business operations.
6. Employees are required to strictly comply with the risk management policy, risk management manuals, and other related guidelines under the supervision of the Company's management.
7. The risk management policy and related manuals shall be reviewed and updated as appropriate, or at least once a year. The appropriateness and effectiveness of the implementation of the risk management policy shall be assessed to ensure alignment with the Company's business conditions and operating environment.

## 2.2 Risk factors

### 2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues

#### Risk 1 Shortage Risk of Talents to Support Business Growth

Related risk topics : Operational Risk

- Shortage or reliance on skilled workers

#### Risk characteristics

The increasingly unpredictable and complex business environment, rapid technological advancements, demographic shifts, intensified talent war, evolving job-seeking behaviors of the younger workforce, and Thailand's continuously declining birth rate significantly affect the organization's capacity to recruit, develop, and retain high-potential talent over the long term. These factors may increase the risk of losing employees with critical or specialized skills, potentially limiting adaptability and the ability to sustain business growth.

#### Risk-related consequences

The shortage of talent with critical or specialized skills may adversely affect operational efficiency, resulting in higher recruitment and training costs, weakened long-term competitiveness, and delayed achievement of planned business growth.

#### Risk management measures

The organization places strong emphasis on becoming an "Organization of Opportunities" with the primary goal of fostering a corporate culture that promotes learning and growth opportunities for employees. To achieve this objective, risk mitigation measures are structured into 3 key areas as follows:

#### (1) Recruitment and Selection

The organization prioritizes risk management efforts in recruitment and selection to ensure talent acquisition is aligned with organizational needs and long-term growth. Workforce planning is conducted to align talent needs with future business expansion. In addition, Job description and departmental practices are regularly reviewed and updated to reflect current business requirements and changes in the organizational structure.

The organization utilizes various recruiting channels such as social media platform, company career page, government agencies, educational institutions, recruitment agencies, and referral program, "Friend Gets Friends," to attract a larger pool of qualified and diverse candidates. In addition, the organization strengthens its employer brand by enhancing its online presence across social media platform, TikTok, to increase engagement and appeal among prospective applicants. Competitive salary structures and benefits aligned with market benchmarks are also established to motivate high-potential applicants. All initiatives are governed by Key Performance Indicators (KPIs) aligned with operational objectives.

#### (2) Learning & Development

To ensure employees' capabilities remain aligned with evolving business requirements, the organization has implemented continuous learning and development initiatives, including structured on-the-job training, specialized skill development programs, and internal training courses.

The organization conducts competency assessments across all departments to identify capability gaps. The results are used to enhance learning and development initiatives and to regularly update career paths to ensure alignment with all business functions. Leadership development is further strengthened through the "High-Potential Leadership Program," which aimed at cultivating future leaders and change agents who can drive organizational culture and transformation.

### **(3) Employee Care and Retention**

The Company places strong emphasis on long-term employee retention and development by recognizing employee contributions through Long Service Awards. These awards honor employees' continued commitment, enhance morale, strengthen engagement, and reflect the value of their contributions to the organization's growth. At the same time, employee benefits are continuously reviewed and enhanced to align with employees' evolving needs and labor market conditions.

In addition, the Company regularly conducts Exit Interviews and Employee Engagement Surveys to analyze insights and improve retention strategies, as well as to enhance the overall employee experience and working environment. The organization also promotes a friendly workplace culture that respects human rights and consistently embraces Diversity and Inclusion principles, creating an inclusive work environment that supports a diverse workforce and sustainable growth.

### **Risk 2 Business Disruption Risk Arising from Climate Change**

Related risk topics : Strategic Risk

- ESG risk
- Climate change and disasters

#### **Risk characteristics**

Volatile climate conditions and rising global temperatures are primarily driven by greenhouse gas emissions resulting from human activities, such as the consumption of fossil fuels, agricultural practices, and deforestation. These factors contribute to global warming, increased climate uncertainty, and a heightened likelihood of natural disasters, including storms, floods, wildfires, and droughts across various regions. Furthermore, such climate uncertainties add complexity to disaster forecasting, thereby intensifying climate-related risks and posing significant challenges to effective preparedness planning in order to ensure sustainable business continuity management.

#### **Risk-related consequences**

Natural disasters may have a direct impact on business continuity, the health and safety of personnel, and the supply chain through affected business partners, as well as result in increased costs associated with mitigation and impact management measures.

#### **Risk management measures**

- Prepare and regularly review the Business Continuity Plan (BCP) to ensure alignment with current conditions and evolving risk factors. In addition, conduct BCP testing and simulation exercises at least once a year to assess effectiveness and continuously improve the plan's adequacy and readiness.

- Implement Uninterruptible Power Supply (UPS) systems to support the continuous operation of servers and critical information systems in the event of a disruption to the primary power supply. In addition, the organization has obtained All Risks property insurance coverage to protect assets and mitigate potential financial impacts arising from unforeseen events.

### **Risk 3 Business Venture Risk in Carbon Credit & Digital Asset**

Related risk topics : Strategic Risk

- New business risk
- ESG risk

Operational Risk

- Climate change and disasters

Compliance Risk

- Change in laws and regulations

Financial Risk

- Income volatility

#### **Risk characteristics**

The Organization has participated as a project developer in mangrove reforestation initiatives for the purpose of generating carbon credits. This business activity falls under Climate Technology within the Nature-based Solutions category, which applies natural processes to mitigate climate change in a sustainable manner. Siam TC Technology Co., Ltd., a subsidiary of the Organization, has been granted a 30-year license to manage and maintain mangrove forest areas for carbon credit benefits totaling 177,250.65 rai. The licensed area comprises 22,318.64 rai designated for third-party mangrove reforestation projects and 154,932.01 rai designated for community-based mangrove reforestation projects.

The expansion into Climate Technology presents a risk that investment in this new business may not achieve the intended objectives. This risk arises from factors beyond the Organization's control or that are difficult to control, including natural disasters resulting from climate variability such as storms, droughts, and strong sea waves. In addition, uncertainty relating to applicable laws, policies, regulations, and regulatory developments including the Climate Change Act which has received cabinet approval in principle reflects a trend toward more stringent regulatory oversight of the business sector. Such developments require continuous monitoring by the Organization. Furthermore, volatility in carbon credit prices in both domestic and international markets may affect the projected profitability and valuation of future carbon credit sales.

#### **Risk-related consequences**

Natural disasters arising from climate uncertainty may result in tree survival rates falling below established thresholds, thereby necessitating replanting activities. This may lead to a discrepancy between the volume of carbon credits actually certified at the assessment date and the projected estimates, which could reduce the Company's ability to achieve targeted profitability. In addition, uncertainties related to applicable laws, policies, regulations, and regulatory requirements, both domestically and internationally, represent another significant factor that may cause constraints or delays in project implementation. Such uncertainties may adversely affect the Company's planned profitability and its reputation as an environmental leader.

## Risk management measures

- Regularly monitor and assess issues, constraints, and impacts arising from reforestation projects through structured reporting and coordination meetings with relevant stakeholders. The outcomes are used to continuously improve mitigation measures and risk prevention approaches.
- Develop planting and replanting plans that are appropriate to seasonal conditions and site characteristics, based on empirical data, lessons learned from past performance, and the selection of suitable tree species. These measures aim to increase tree survival rates and enhance the stability of expected future carbon credit volumes.
- Promote engagement with local communities and project stakeholders through information-sharing meetings to ensure a clear and accurate understanding of project activities. This approach helps reduce potential conflicts and fosters long-term collaboration in the conservation of reforested areas.
- Closely monitor changes in laws, standards, and regulations related to carbon credits and digital assets in order to ensure timely adaptation and compliance with both domestic and international requirements.
- Apply AI and emerging technologies, such as drones, satellite imagery, and radar systems, to monitor tree growth and land use. These technologies enhance analytical accuracy, support strategic decision-making, and strengthen the credibility of carbon credit calculation and certification processes.

## Risk 4 Liquidity Risk

Related risk topics : Financial Risk

- Insufficient sources of funding
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Liquidity risk

### Risk characteristics

Amid heightened volatility and uncertainty in both the global and Thai economies, organizations and financial institutions face significant risks related to liquidity management and access to funding. A slowdown in domestic consumption, together with fluctuations in interest rates and exchange rates, adversely affects cash flows and revenue forecasting across the business sector. Under such conditions, access to funding tends to involve higher costs and more stringent terms than under normal circumstances. Accordingly, the Company must strengthen its liquidity management through diversification of funding sources and prudent risk management planning to effectively withstand potential economic volatility.

### Risk-related consequences

Liquidity constraints or limited access to funding may reduce the Company's ability to meet its debt obligations and undermine the confidence of investors and stakeholders. Such conditions may also result in the loss of new investment opportunities for the organization.

### Risk management measures

- Maintain appropriate liquidity levels by ensuring sufficient working capital to support ongoing operations and future expansion. The Company continuously monitors economic conditions and interest rate movements in order to adjust financial strategies in response to changing market dynamics.

- Strengthen relationships with financial institutions to broaden funding options and enhance bargaining power in securing credit facilities. The Company also negotiates payment terms that support effective liquidity management and collaborates with project teams in advance planning to improve funding efficiency.
- Explore and adopt new financial instruments, including the use of forward exchange contracts, to mitigate risks arising from foreign exchange rate volatility.

## Risk 5 Credit Risk

Related risk topics : Financial Risk

- Default on payment or exchange of goods

### Risk characteristics

Extending credit to customers is one of the tools to enhance sales and strengthen the Company's competitive position. However, delays or failures in payment arising from internal management issues or economic conditions may pose credit risks. Although the Company has implemented receivables monitoring and established credit policies to manage such risks, this remains a factor requiring ongoing vigilance.

### Risk-related consequences

If customers fail to settle payments on time or delay payment, the Company's cash flow may be adversely affected. Prolonged outstanding receivables that become uncollectible would require the recognition of bad debt provisions, which may negatively impact profitability, financial position, and the confidence of investors and financial institutions.

### Risk management measures

- The Company conducts credit assessments and reviews customers' credit profiles prior to approving credit terms. Sales of goods and services may be suspended in cases of overdue payments, enabling the Company to screen and mitigate risks associated with customers with inconsistent payment histories. In addition, security deposits and advance payments are required from higher-risk customers to provide assurance for commercial transactions.
- The Company verifies the issuance of receipts and tax invoices against daily cash collection reports and prepares regular accounts receivable summaries to ensure the completeness and accuracy of billing and timely payment collection. Follow-up measures, reminders, and collection procedures are implemented for overdue accounts, with a focus on identifying root causes and reaching mutually agreeable solutions to facilitate appropriate repayment. These measures aim to maintain sustainable customer relationships while minimizing the risk of bad debts.

## Risk 6 Legal and Regulatory Non-Compliance Risk

Related risk topics : Compliance Risk

- Violations of laws and regulations

### Risk characteristics

Changes in government policies, laws, regulations, and regulatory requirements such as the enactment of new legislation, revisions to safety standards, and amendments to trade and investment rules are becoming increasingly complex and stringent and may directly affect the Company's business operations.

### Risk-related consequences

The Company must continuously monitor developments in laws and regulations relevant to its business operations and adjust its practices to ensure ongoing compliance. Failure to do so may result in legal penalties and adversely affect the Company's reputation and credibility. Accordingly, regulatory non-compliance risk requires careful monitoring, planning, and effective management.

### **Risk management measures**

- Establish and enforce "Code of Conduct" based on legal compliance, ethical principles, and accepted practices, applicable to employees at all levels and incorporated into the Company's work regulations. Annual training on the Code of Conduct is conducted to reinforce awareness and adherence.
- Implement comprehensive governance policies, including Anti-Corruption, Human Rights, Data Privacy, Risk Management, and Sustainability policies, and communicate them to all employees to ensure compliance.
- Provide organization-wide anti-corruption training to strengthen awareness and promote ethical conduct in daily operations.
- Regularly update employment-related documents and work regulations, closely monitor legal developments relevant to the Company's business, and maintain a legal register identifying laws that impact operations.
- Establish an electronic Record of Processing Activities (ROPA) system integrated into the Company's internal platform, with continuous monitoring and updates. Consent management, data subject rights requests, data deletion, and personal data breach notifications are consolidated within the same system to ensure consistent data governance.
- Review consent management measures across Company systems, including website cookie management, CCTV recording, and Call Center operations, to ensure full compliance with applicable data protection laws.

### **Risk 7 Fraud Risk in Procurement Processes**

Related risk topics : Operational Risk

- Corruption

Compliance Risk

- Violations of laws and regulations

### **Risk characteristics**

As the Company's operations primarily involve project-based engagements with both public and private sector entities, it may be exposed to fraud risks within the procurement process. Such risks may arise during vendor selection and evaluation, as well as during contract execution. Accordingly, the Company has implemented comprehensive assessment and monitoring measures in line with sustainability principles, together with transparent and auditable procedures, to prevent and mitigate such risks.

### **Risk-related consequences**

Procurement fraud risk may have financial, reputational, and operational impacts. It may result in inflated costs, budget overruns, reputational damage, diminished stakeholder confidence, regulatory investigations, or legal proceedings. Such risks may also disrupt project continuity and overall business operations.

### **Risk management measures**

- The Company recognizes the potential risk of fraud and corruption within the procurement process, which is a critical component of its business operations. To address this, robust corporate governance measures have been

established through the appointment and chartering of the Corporate Governance and Sustainability Committee to define, review, and monitor relevant policies and practices. The Company also participates in the Private Sector Collective Action Against Corruption (CAC) and encourages its business partners to join the initiative.

- A whistleblowing channel is provided for both internal and external stakeholders. In addition, a Supplier Code of Conduct has been implemented and strictly enforced. Disciplinary measures are imposed on employees who violate anti-corruption policies to uphold a strong standard of transparency.
- The Company emphasizes rigorous vendor selection and evaluation processes. Key suppliers and new business partners with procurement values exceeding THB 1 million are required to undergo an ESG risk assessment. Onsite audits are conducted in accordance with established audit plans to continuously monitor ESG performance.
- Regular internal and external audits are conducted annually. Documentation is systematically maintained in both physical and digital formats to ensure transparency and traceability.

## **Risk 8 Revenue Sustainability Risk in the Mature Business**

Related risk topics : Strategic Risk

- Competition risk

Operational Risk

- Product obsolescence

### **Risk characteristics**

The Company operates across multiple business segments, including established businesses that generate stable recurring revenue, such as the sale and rental of printers, photocopiers, CCTV systems, POS systems, and Drive Thru services. At the same time, the Company continues to expand into high-growth businesses with strong scalability potential, including Digital Transformation services and various engineering and technology solutions. It is also developing future-oriented businesses such as mangrove reforestation projects for carbon credit generation and digital assets. Managing this diversified portfolio is essential to maintaining the stability of core businesses while ensuring the continuous growth of new ventures.

However, the strategic focus on developing new businesses may pose risks to sustaining the growth of mature businesses. The Company must carefully allocate resources and implement well-balanced strategies to ensure that all business segments grow in parallel. In addition, external factors including changing customer behavior, intensified competition from competitors and suppliers, rising raw material and equipment costs, increasingly complex requirements from public and private sector clients, and economic, political, and social uncertainties may affect the continuity of revenue from mature businesses. These factors require close monitoring and prudent planning.

### **Risk-related consequences**

If the Company is unable to sustain the growth of its mature businesses, it may result in a significant decline in revenue and net profit, a contraction of the customer base, and a deterioration in the competitive position of its core business segments. Furthermore, such circumstances may adversely affect employee morale within the relevant business units and potentially damage the Company's reputation and credibility in the market.

### **Risk management measures**

- The Company conducts customer satisfaction surveys twice a year to enhance service quality based on feedback received. Annual sales promotion activities are also organized to retain the existing customer base and drive sales growth. In addition, the Company negotiates with customers to offer alternative brands or product models when certain products become obsolete or are discontinued.

- The Company places strong emphasis on continuously studying and updating new products, as well as reviewing equipment nearing end-of-life status to develop appropriate replacement plans. Cost and post-maintenance performance analyses are also performed to support decisions regarding model upgrades or brand changes.
- The Company closely coordinates with relevant departments and customers to expedite product delivery and procurement planning. Alternative delivery channels are considered in urgent situations. The Company also evaluates the engagement of additional outsourced providers or suppliers to reduce reliance on a single supplier. Spare parts and equipment inventory levels are reviewed quarterly to support new product transitions. Obsolete inventory held for more than three years is actively managed to control costs and optimize storage space.
- Service areas are allocated appropriately to enhance operational efficiency and service responsiveness. Regular meetings are conducted with relevant departments to address urgent issues and implement proactive problem-solving measures systematically. Operational procedures and workflows are continuously reviewed and updated to align with current circumstances. In addition, the Company develops its Knowledge Management system and prepares case studies for service technicians to strengthen technical capabilities and service effectiveness.

## Risk 9 Occupational Health and Safety Risk

Related risk topics : Operational Risk

- Safety, occupational health, and working environment
- Impact on human rights
- Pandemic risk

### Risk characteristics

Occupational health and safety risks may arise from unsuitable working environments, such as inadequate lighting, defective equipment, or insufficient ventilation systems. These risks may also stem from incomplete accident prevention measures, as well as a lack of employee knowledge or insufficient safety training. In addition, certain external factors that are difficult to control such as natural disasters or outbreaks of infectious diseases may further increase the likelihood of workplace accidents and safety-related incidents. Collectively, these factors may heighten the risk of occupational injuries and compromise employee safety within the workplace.

### Risk-related consequences

Occupational health and safety risks may have a significant impact on the organization. Workplace accidents or serious incidents could result in employee injuries or loss of life, as well as damage to property. Such events may adversely affect employee satisfaction and morale, lead to the loss of business opportunities, and damage the Company's reputation and corporate image.

### Risk management measures

- Fire extinguishers are installed in compliance with Thai legal and safety standards. Building layout plans and fire evacuation routes (Fire Evacuation Plan/Floor Plan) are displayed in appropriate locations, such as near elevators. Emergency lighting and exit signage are also installed to ensure safe evacuation during emergencies. Annual fire drills are conducted on a regular basis, and external safety audits are performed to ensure compliance with applicable standards and regulations.
- The Company provides annual health check-ups for employees, distributes face masks to those who are unwell, and may temporarily suspend the use of fingerprint scanning systems to reduce shared contact. These measures aim to create a safe and healthy working environment and to reinforce workplace safety.

- Workplace environmental conditions, including lighting levels, are regularly inspected. Electrical equipment is reviewed and analyzed annually to ensure compliance with legal safety standards and to effectively prevent fire-related risks.

## Risk 10 Cybersecurity Risk

Related risk topics : Operational Risk

- Information security and cyber-attack
- System disruption risk

### Risk characteristics

Digital technologies are widely adopted in the Company's business operations to enhance operational speed, efficiency, and overall competitiveness. However, the Company recognizes the risks associated with information system security that may arise from various forms of cyberattacks, including malware, phishing, wireless network hacking, malicious email attachments, and Distributed Denial of Service (DDoS) attacks.

Such threats may cause damage to data, systems, and business processes, particularly if data backup systems and threat monitoring mechanisms are insufficient or lack continuity. In addition, inadequate employee awareness and understanding of cybersecurity practices may create vulnerabilities that expose the organization to cyber threats.

Therefore, the Company must continuously enhance and update its cybersecurity measures to ensure they remain effective and responsive to emerging and evolving threats.

### Risk-related consequences

Cyberattacks may have widespread impacts on the Company's operational systems, including system disruptions and service interruptions, which could result in delays in the delivery of products and services. They may also lead to the leakage of critical and sensitive information, potentially causing a loss of trust and confidence among customers and stakeholders. In addition, such incidents may expose the Company to administrative and criminal penalties, as well as financial liabilities arising from data breaches or related damages.

### Risk management measures

- The Company has established a formal Information Security Policy and implemented antivirus software, firewall systems, and email filtering solutions, with regular updates and system performance monitoring. Access rights to information systems are appropriately assigned and periodically reviewed. Software usage is also monitored to ensure legal compliance, and users are required to perform regular security updates.
- A data backup system and a Business Continuity Plan (BCP) have been developed to ensure operational resilience. Critical equipment, such as uninterruptible power supply (UPS) systems, fire suppression systems, and fire alarm systems, has been installed to minimize the impact of unexpected incidents. In addition, vulnerability assessments are conducted using tools such as Nessus Expert, and wireless networks are encrypted to prevent unauthorized access and hacking attempts.
- The Company regularly reviews and updates its IT manuals, operational guidelines, and IT Master Plan to ensure alignment with current conditions and emerging risks. It also monitors and studies new technologies, including Artificial Intelligence (AI) and Knowledge Base systems, to enhance operational efficiency and strengthen sustainable cybersecurity capabilities.

## Risk 11 Digital Disruption & AI Risk

- Changes in technologies

### **Risk characteristics**

At present, the rapid advancement of Artificial Intelligence (AI) and Artificial General Intelligence (AGI) technologies may outpace the Company's ability to adapt its operations and processes accordingly. This could create risks to operational efficiency and long-term competitiveness. Furthermore, the adoption of AI without adequate governance measures relating to ethics, legal compliance, and data privacy may result in rights violations, lack of transparency, or legal disputes, potentially causing reputational damage to the organization.

In addition, if employees are not sufficiently upskilled or reskilled to utilize AI effectively, the Company may miss opportunities to streamline workflows and generate new values. As a result, technological transformation which should represent a strategic opportunity may instead become a risk that adversely affects cost structures and long-term competitive capabilities.

### **Risk-related consequences**

Technological disruption may weaken the Company's competitive position if it is unable to adapt in a timely manner to advancements in AI and AGI. This may result in delays in the development of new products or services that rely on such technologies as core components.

The Company may also face reputational risks if AI applications lack transparency or involve violations of personal data rights. Such issues may not only damage corporate reputation but also create legal and ethical liabilities. In addition, the Company may encounter challenges in attracting and retaining younger generations or highly skilled technology professionals if it cannot establish a work environment that effectively supports the responsible and innovative use of AI.

### **Risk management measures**

- The Company has initiated a pilot project by procuring "ChatGPT for Business" to be tested in selected work processes. This serves as a starting point to assess the benefits and limitations of AI, with a focus on reducing repetitive tasks and evaluating integration with existing systems before scaling implementation across other business units.
- AI capability development programs are provided for employees at all levels, beginning with foundational training on AI concepts and progressing to more advanced, role-specific applications. This approach aims to enhance productivity while reducing risks arising from insufficient knowledge or skills in applying AI effectively.
- The readiness of each department is assessed through meetings and reviews of existing workflows and systems. Gap analyses are conducted to identify areas requiring improvement, followed by plans to upgrade or migrate systems to support AI adoption. This proactive approach helps prevent delays in technology implementation and minimizes infrastructure-related constraints.
- Management meetings are convened to define a clear organizational direction for AI adoption, fostering shared understanding of objectives, strategies, and governance frameworks. This ensures that AI implementation aligns with the Company's long-term vision and strategic development goals.
- Weekly knowledge-sharing materials are prepared and disseminated through internal communication channels to ensure continuous and accessible learning for all employees. The Company also actively monitors advancements in emerging AI technologies to remain adaptive and forward-looking.

## **2.2.2 Risk to securities holders**

Are there any risk factors affecting securities holders? : No

### **2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)**

Are there any risk factors affecting securities holders from : No  
investing in foreign securities?

## 3. Business sustainability development

### 3.1 Policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

The Company is committed to achieving stable and sustainable business growth by adhering to the principles of Good Corporate Governance and operating with transparency, integrity, and accountability toward the economy, society, and the environment. As a technology and digital solutions provider, the Company places strong emphasis on the development and application of technology, innovation, and data-driven solutions to enhance operational efficiency for both the Company and its customers, while minimizing environmental impacts and creating positive social value.

The Company respects human rights of all stakeholders throughout its entire value chain and is committed to developing digital technologies and infrastructure that enhance inclusive access to data and services across both the public and private sectors. Furthermore, the Company supports the achievement of the United Nations Sustainable Development Goals (SDGs), aiming to foster long-term sustainable growth for both the business and society. To this end, the Company has established a sustainability framework encompassing the following three dimensions.

#### Governance and Economic Dimension

The Company conducts its business based on integrity and transparency, strictly complying with all applicable laws and business ethics, while emphasizing anti-corruption practices and comprehensive risk management. In addition, the Company is committed to continuous innovation and technological development to drive business growth alongside sustainable social and environmental development.

The Company emphasizes adherence to its Code of Conduct, anti-corruption and anti-bribery measures, the prevention of conflicts of interest, and the protection of intellectual property. Information security is also regarded as a critical factor in the operation of the Company's digital technology business.

In addition, the Company continuously develops digital technologies, data solutions, and business innovations to enhance operational efficiency, support the transition toward a digital economy, and create economic value in parallel with social and environmental value.

#### Environmental Dimension

The Company places importance on managing environmental impacts arising from its business operations by focusing on efficient resource utilization, reducing unnecessary energy and resource consumption, and applying digital technologies to minimize paper usage and improve workflow efficiency.

The Company supports environmentally friendly business practices, such as the development of digital document solutions, electronic data management, and information technology systems that help reduce resource consumption and improve energy efficiency.

At the same time, the Company recognizes the risks associated with climate change and promotes operational practices that mitigate environmental impacts, while strictly complying with all relevant environmental laws and regulations.

#### Social Dimension

The Company is committed to respecting human rights and treating employees fairly by promoting equality, diversity, and non-discrimination. The Company provides compensation, benefits, and a safe working environment that supports employee well-being and professional development.

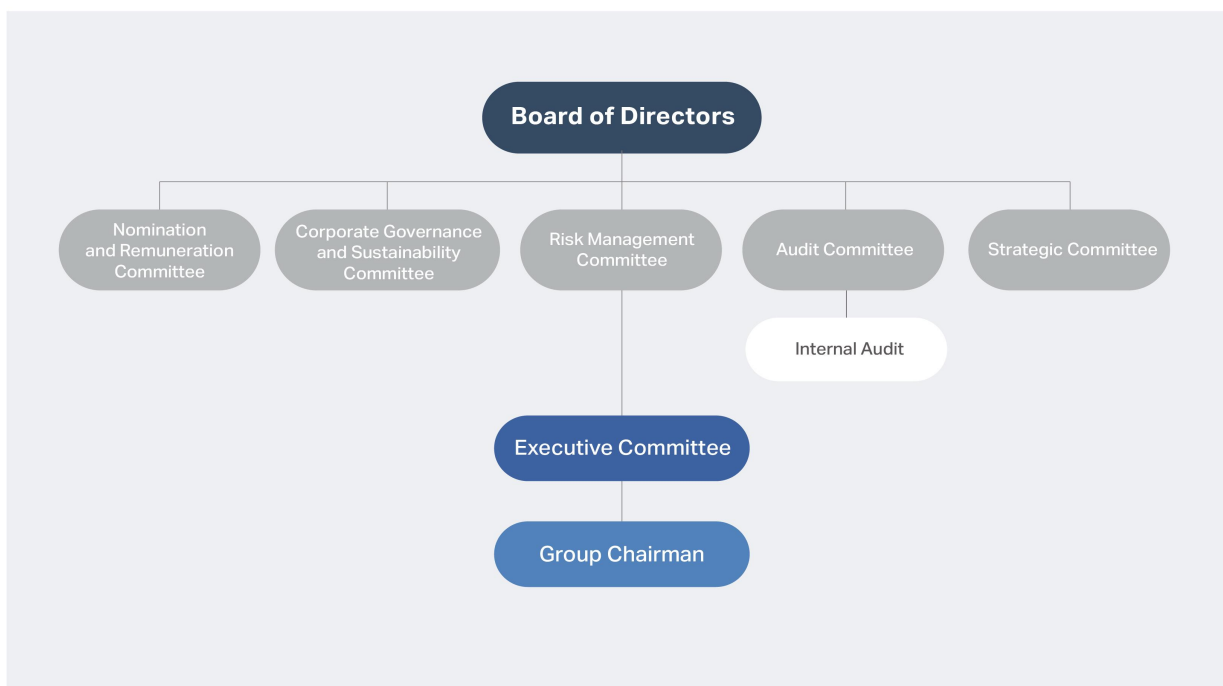
The Company continuously enhances employees' digital and technological skills to build a highly competent workforce capable of adapting to technological advancements and the evolving digital economy.

In addition, the Company actively participates in social and community development by supporting access to digital technologies and information systems, thereby increasing opportunities for learning, employment, and access to services, while contributing to the sustainable improvement of community quality of life.

The Company places great importance on stakeholder engagement by providing transparent channels for feedback, suggestions, and complaints, and systematically managing stakeholder concerns to build trust and foster long-term relationships.

### Sustainability Governance Structure

The Company has established a structure to govern and promote its sustainable operations. The Corporate Governance and Sustainability Committee is responsible for defining policies, principles, and best practice guidelines across various aspects to ensure the Company's long-term sustainable business operations, aligning with the Company's defined direction and strategies. This committee continuously monitors the progress of sustainability initiatives and supports the cultivation of knowledge, understanding, and engagement of executives and personnel at all levels in the economic, social, and environmental dimensions. This aims to achieve the Company's sustainability performance targets. The Company's sustainability governance structure is as follows:



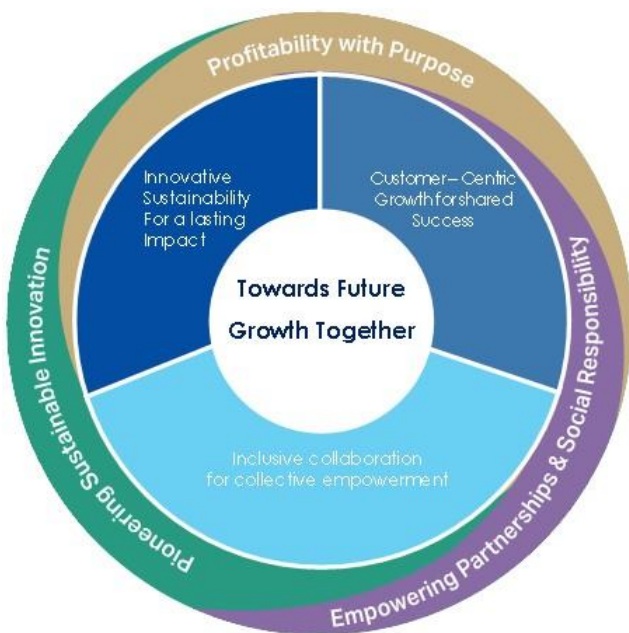
### Sustainability management goals

Does the company set sustainability management goals : Yes

The Company is committed to advancing its business toward sustainability by leveraging data and digital technologies to drive organizational growth, while delivering stable returns to shareholders and operating with long-term environmental and social responsibility.

The Company has established a sustainability framework based on three strategic pillars, covering environmental, social, and governance and economic dimensions. This framework focuses on developing products and services through innovative technologies and solutions that reduce environmental impact, enhance competitiveness, and create value for all stakeholders.

At the same time, the Company places strong emphasis on building collaborative partnerships with business partners to jointly drive development and create positive social impact. This is carried out under transparent and accountable management practices, grounded in the principles of good corporate governance, to support sustainable growth for both the organization and society.



The Company has established sustainability goals covering seven material sustainability topics as follows:

1. Carbon Emissions and Pollution
2. Operational Excellence
3. Data Security
4. Talent Development and Retention
5. Corporate Governance and Business Integrity
6. Customer Responsibility
7. Community and Social Development

The Company integrates these seven material sustainability topics into its operations through a framework built upon three strategic pillars, as outlined below:

1. Pioneering Sustainable Innovation

The Company is committed to advancing environmentally friendly technological innovation and delivering solutions that minimize environmental impact while enhancing operational efficiency. This includes promoting efficient resource utilization and leveraging digital technologies to optimize processes, thereby creating long-term value and a sustainable future.

2. Profitability with Purpose

The Company drives purposeful business growth by integrating profitability with responsibility toward stakeholders.

The Company operates with integrity, transparency, and strong ethics, while continuously developing digital and technological capabilities of its workforce. This strengthens organizational resilience and enhances corporate governance, forming the foundation for long-term trust and sustainability.

### 3. Empowering Partnerships & Social Responsibility

The Company fosters strategic partnerships to create synergies that drive positive transformation for customers, suppliers, and society. The Company develops digital technologies and solutions to support the digital economy, improve operational efficiency, and create shared value by enhancing access to technology and improving the quality of life within communities.

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions

### **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

To align with the Company's expanded business capabilities, strategic investments, and strengthened partnerships, the Company has reviewed and updated its sustainability policy. The enhancement emphasizes continuous stakeholder engagement and relationship development, alongside advancing technological capabilities and expanding equitable access to information systems and digital services across society. It also reinforces the Company's commitment to improving the quality of life of communities and society, with the aim of achieving stable and sustainable long-term growth.

## 3.2 Management of impacts on stakeholders in the business value chain

### 3.2.1 Business value chain

The Company places importance on building strong relationships with stakeholders across all business activities, from upstream to downstream, reflecting its commitment to creating value in products and services and meeting the expectations of all stakeholder groups. Accordingly, the Company has established processes to manage potential impacts throughout its business value chain, which comprises two categories of activities: Primary Activities and Support Activities, as outlined below.

#### Primary Activities

The Company's primary activities consist of four interconnected functions aligned with its overall business operations:

##### 1. Business Development (Sales and Solution Design / Project Bidding / Marketing)

The Company focuses on market analysis and identifying business opportunities within target customer segments to define sales strategies and develop innovative technologies and solutions that effectively meet customer needs.

Marketing strategies are also developed to enhance competitiveness and create business value.

##### 2. Inbound & Outbound Logistics (Procurement/ Warehouse and Transportation Management)

The Company systematically manages procurement and logistics, comprising two main areas:

###### 1) Procurement

- Selection and sourcing of business partners through rigorous qualification processes
- Monitoring delivery timelines to ensure timely supply
- Post-purchase supplier evaluation to ensure quality and standards
- Identifying cost-saving opportunities to improve efficiency

###### 2) Warehouse and Transportation Management

- Efficient management of inventory and storage space
- Optimization of transportation planning for cost efficiency

Ensuring safe delivery for both products and personnel

##### 3. Project Implementation and Management

The Company emphasizes effective project planning and execution to ensure projects are completed as planned, focusing on:

- Systematic project planning
- Efficient cost management
- Quality control in accordance with standards

Timely project delivery

##### 4. Operations and Customer Service

The Company prioritizes continuous customer care, consisting of:

###### 1) Product Services

- Developing operational plans for installation, maintenance, and troubleshooting in line with standards
- Ensuring timely service delivery to enhance customer satisfaction
- Building and maintaining long-term customer relationships

###### 2) After-Sales Services

- Providing customer support and coordination after sales
- Monitoring product usage, handling service requests, and resolving issues
- Conducting regular customer satisfaction assessments and using insights to improve service quality

#### Support Activities

To ensure that primary activities operate efficiently and effectively, the Company emphasizes key support functions that drive organizational performance:

## 1. Infrastructure

The Company continuously develops and enhances its business infrastructure to ensure modern, efficient systems that support fast, accurate, and high-quality service delivery. Key focuses include software and digital infrastructure management to improve operational agility, such as:

- 1) Supply Chain Management systems to enhance procurement, inventory, and logistics efficiency
- 2) Enterprise Resource Planning (ERP) systems to streamline operations, reduce complexity, and improve accuracy

across processes, including:

- Sales and procurement systems
- Inventory and stock control systems
- Delivery and after-sales service systems
- Finance, accounting, and project management systems
- Customer Relationship Management (CRM) systems to strengthen customer relationships

Effective infrastructure development not only enhances the Company's competitiveness but also enables employees to work more efficiently and productively.

## 2. Human Resources Management

Employees are a key driver of business success. The Company therefore emphasizes systematic human resource management, focusing on:

- Recruitment and selection of capable personnel aligned with organizational culture
- Competitive compensation and benefits to attract and retain talent
- Continuous employee development through training in both technical (hard skills) and managerial (soft skills) areas
- Clear career development and career path planning to support long-term growth within the organization
- Promoting employee engagement and a positive work environment to foster commitment and pride in the organization

### Business value chain diagram

		Business Development	Inbound & Outbound Logistics	Project Implementation and Management	Operations and Customer Service
		Sales and Solution Design / Project Bidding / Marketing	Procurement / Warehouse and Transportation Management	Project Management	Product Services and After-Sales Service
Business Group	<ul style="list-style-type: none"> <li>• Data &amp; Document Management Solutions</li> <li>• Printers, POS, Drive-thru system</li> <li>• Technology Devices &amp; Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Market Analysis</li> <li>• Identifying business opportunities across customer segments</li> <li>• Defining sales strategies</li> <li>• Designing innovative solutions and new technologies</li> </ul> <p><b>Stakeholders</b></p>	<p><b>Procurement</b></p> <ul style="list-style-type: none"> <li>• Supplier selection and sourcing</li> <li>• Verification of product and contractor qualifications</li> <li>• Identify opportunities for company cost saving</li> <li>• Monitoring and ensuring on-time delivery of goods</li> <li>• Post-purchase supplier performance evaluation</li> </ul> <p><b>Warehouse and Transportation Management</b></p> <ul style="list-style-type: none"> <li>• Inventory management</li> <li>• Warehouse space management</li> <li>• Transportation planning and scheduling</li> <li>• Transportation cost management</li> <li>• Ensuring safe delivery of goods and safety of personnel</li> </ul> <p><b>Stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Project planning and execution</li> <li>• Project cost management</li> <li>• Quality control and assurance</li> <li>• Managing project timelines to ensure completion according to the plan</li> </ul> <p><b>Stakeholders</b></p>	<p><b>Product Services</b></p> <ul style="list-style-type: none"> <li>• Plan project implementation</li> <li>• Ensuring service quality for installation, maintenance, and troubleshooting</li> <li>• Deliver services within the specified timeframe</li> <li>• Maintain customer relationships</li> </ul> <p><b>After-Sales Service</b></p> <ul style="list-style-type: none"> <li>• After-sales coordination and support</li> <li>• Monitoring product usage, receiving service requests, and coordinating issue resolution</li> <li>• Maintain customer relationships</li> <li>• Assessing customer satisfaction</li> <li>• Analyzing feedback to improve service quality</li> </ul> <p><b>Stakeholders</b></p>
	<ul style="list-style-type: none"> <li>• Climate and Green Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon credit market analysis</li> <li>• Defining target customer segments</li> <li>• Establishing standards for project registration</li> <li>• Setting pricing strategies</li> <li>• Planning market entry and outreach to target customers</li> </ul> <p><b>Stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Supplier and community sourcing and selection</li> <li>• Verification and qualification of contractors</li> <li>• Ensuring safe transportation and delivery of seedlings</li> <li>• Post-service supplier and partner evaluation</li> </ul> <p><b>Stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Plantation area management</li> <li>• Defining project scope and conducting forest area surveys</li> <li>• Registering projects with relevant authorities</li> <li>• Project execution planning</li> <li>• Project cost management</li> <li>• Quality control and assurance</li> <li>• Managing project timelines to ensure completion according to the plan</li> </ul> <p><b>Stakeholders</b></p>	<p><b>Product Services</b></p> <ul style="list-style-type: none"> <li>• Maintain and manage mangrove forests to maximize carbon credit generation</li> <li>• Measurement and verification of carbon credits produced</li> <li>• Post-planting cost management</li> </ul> <p><b>After-Sales Service</b></p> <ul style="list-style-type: none"> <li>• After-sales coordination and support</li> <li>• Maintain customer relationships</li> <li>• Provide project progress reports to customers who have pre-purchased carbon credits every six months</li> </ul> <p><b>Stakeholders</b></p>

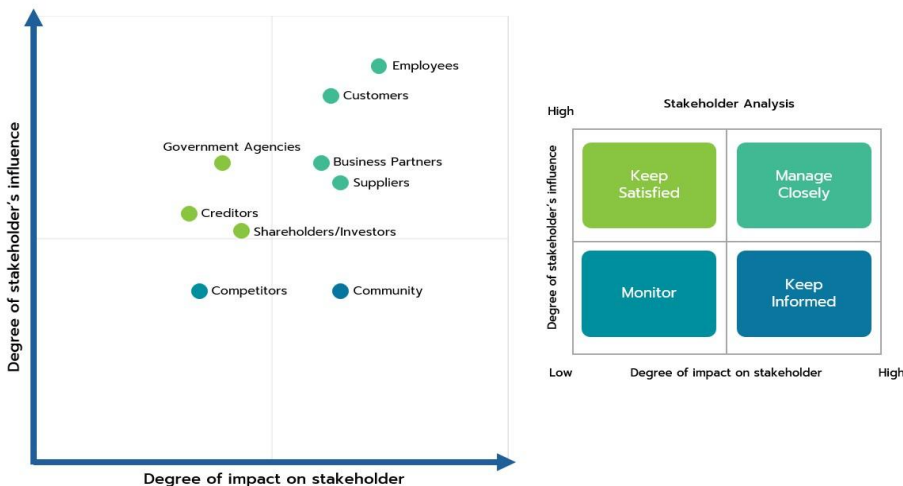
### 3.2.2 Analysis of stakeholders in the business value chain

#### Stakeholder Analysis in the Business Value Chain

The Company recognizes the importance of stakeholders involved in its business, including individuals or organizations directly or indirectly affected or potentially affected by the Company's operations. Analyzing and understanding the impacts, needs, and expectations of these stakeholders is essential for sustainable long-term business growth. The Company identified nine stakeholder groups within its value chain which include Employees, Customers, Suppliers, Business Partners, Shareholders/Investors, Community/Society, Creditors, Government Agencies, and Competitors. These stakeholders can be categorized as internal stakeholders (Employees) and external stakeholders (Customers, Suppliers, Business Partners, Shareholders/Investors, Community/Society, Creditors, Government Agencies, and Competitors).



The Company prioritizes its stakeholders by considering the level of impact of its operations on each group across economic, social, environmental, and human rights dimensions, alongside assessing the stakeholders' level of interest in the Company and their influence on its business operations. This analysis informs the development of appropriate engagement strategies and the alignment of operational plans with the characteristics and expectations of each stakeholder group. Particular emphasis is placed on strategically important stakeholders, namely Employees, Customers, Business Partners, and Strategic Allies. The Company prioritizes close management of these relationships to foster strong connections and promote mutually beneficial collaboration, ultimately leading to sustainable long-term success.



### Engagement with Stakeholders

The Company has established guidelines for engaging with all stakeholder groups to assess the economic, social, and environmental impacts of its business operations, both positive and negative, including potential impacts related to human rights violations, at least annually. Furthermore, the Company prioritizes listening to the concerns and expectations of its stakeholders through various channels. Relevant departments responsible for specific stakeholder groups are assigned to survey, analyze, and implement appropriate approaches under the oversight of the Corporate Governance and Sustainability Committee. This ensures that all stakeholder groups are thoroughly considered. The

information gathered is analyzed to identify material sustainability issues and develop appropriate management approaches that create shared value for all stakeholder segments. The Company interacted with its stakeholders through various channels and implemented the following initiatives to address stakeholder needs:

**Details of stakeholder analysis in the business value chain**

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>Internal stakeholders</b>			
<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Job security and career advancement</li> <li>• Strategic investment in human capital fosters a productive workforce through optimal working conditions, fair compensation, and continuous skill development</li> </ul>	<ul style="list-style-type: none"> <li>• Provide fair and appropriate compensation with a performance evaluation system</li> <li>• Listen to employee feedback and complaints</li> <li>• Organize training and promote continuous skill and knowledge development for employees</li> <li>• Provide a suitable and safe working environment</li> </ul>	<ul style="list-style-type: none"> <li>• Others               <ul style="list-style-type: none"> <li>• Welfare Committee Meetings (Quarterly) / Channels for feedback and suggestions / Annual employee engagement surveys / Communication via online media, intranet, and email / Grievance and whistleblower channels</li> </ul> </li> </ul>
<b>External stakeholders</b>			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• Quality products and services</li> <li>• On-time delivery of products and services</li> <li>• Accurate and precise information about products and services</li> <li>• Appropriate pricing for products and services</li> <li>• Transparent competition</li> <li>• Ability to promptly resolve complaints</li> <li>• Protection of customer data and privacy</li> </ul>	<ul style="list-style-type: none"> <li>• Offer quality, safe products and services with transparency, fairness, and accountability</li> <li>• Develop quality products and services that meet customer needs</li> <li>• Monitor service level agreement (SLA) indicators</li> <li>• Provide quick and efficient information or answers to customer inquiries</li> <li>• Adhere to ethics in protecting customer data and establish personal data protection policies and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Annual customer satisfaction surveys / Customer relations activities / Marketing activities / Meetings with Company staff and direct customer meetings / Customer complaint channels (e.g., Call Center, Help Desk)</li> </ul> </li> </ul>
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>• Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with trade terms or agreed-upon contractual conditions</li> <li>• Conducting business together transparently, fairly, and equally</li> <li>• Protection of business partner data</li> </ul>	<ul style="list-style-type: none"> <li>• Govern the Company transparently, fairly, and accountably</li> <li>• Implement an anti-corruption policy</li> <li>• Adhere to ethics in protecting business partner data</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Supplier evaluation audits / Meetings and coordination with business partners / Communication via online media and email / Whistleblower and complaint channels</li> </ul> </li> </ul>
<b>External stakeholders</b>			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Business partners</li> </ul>	<ul style="list-style-type: none"> <li>• Joint development of potential and mutual business growth</li> <li>• Protection of business secrets</li> <li>• Transparent and fair procurement processes, verifiable</li> <li>• Ability to reduce investment or project risks</li> </ul>	<ul style="list-style-type: none"> <li>• Organize joint meetings and seminars to exchange knowledge and specialized expertise of each Company for product development and joint innovation</li> <li>• Adhere to ethics in protecting confidential information of business partners/co-investors</li> <li>• Treat business partners equally and fairly</li> <li>• Reduce risks and responsibilities for any single party through good planning</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Business meetings or seminars with business partners/co-investors / Communication via online media and email / Jointly developed/invested projects</li> </ul> </li> </ul>
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>• Community</li> <li>• Society</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental and social impact on surrounding communities</li> <li>• Community development, job creation, and income generation for security in surrounding communities</li> <li>• Safety</li> <li>• Environmental quality of the community</li> <li>• Community economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Adhere to good corporate governance policies</li> <li>• Operate according to safety and occupational health guidelines</li> <li>• Increase efficiency in resource utilization and reduce greenhouse gas emissions</li> </ul>	<ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• Channels for feedback and suggestions / Community relations activities / Communication via online media/email / Whistleblower and complaint channels</li> </ul> </li> </ul>
<b>External stakeholders</b>			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Investors or investment institutions</li> <li>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>• Good and stable financial performance and position</li> <li>• Legal rights and benefits</li> <li>• Equal treatment of all shareholders</li> <li>• Legal compliance, transparency, accountability, and good corporate governance</li> <li>• Effective risk management</li> <li>• Good and efficient audit and control systems</li> </ul>	<ul style="list-style-type: none"> <li>• Govern the company transparently, fairly, and accountably</li> <li>• Pay appropriate dividends</li> <li>• Disclose information transparently</li> <li>• Develop a business strategic plan</li> <li>• Manage risks carefully</li> </ul>	<ul style="list-style-type: none"> <li>• Others               <ul style="list-style-type: none"> <li>• Annual and Extraordinary General Meetings of Shareholders / Quarterly performance presentations / Analyst meetings / Listed Company meet investor events / Invitation of shareholders and investors to visit the Company / Communication via various channels (e.g., website, phone, email)</li> </ul> </li> </ul>
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>• Creditor</li> </ul>	<ul style="list-style-type: none"> <li>• Repayment of debt in full and on time</li> <li>• Compliance with contractual terms and conditions</li> <li>• Fair and equal treatment of all creditors</li> </ul>	<ul style="list-style-type: none"> <li>• Repay debt on time</li> <li>• Comply with contractual terms and conditions</li> <li>• Disclose accurate and complete financial information</li> </ul>	<ul style="list-style-type: none"> <li>• Others               <ul style="list-style-type: none"> <li>• Meetings and discussions with creditors to exchange information and clarify agreements / Company visits / Communication via online media and email</li> </ul> </li> </ul>
<b>External stakeholders</b>			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with laws and regulations</li> <li>Good corporate governance based on business ethics</li> <li>Cooperation and support for various government policies</li> </ul>	<ul style="list-style-type: none"> <li>Strictly comply with laws and regulations</li> <li>Practice good corporate governance and transparency in business operations</li> <li>Cooperate with and support the government in driving various national policies</li> </ul>	<ul style="list-style-type: none"> <li>Others <ul style="list-style-type: none"> <li>Joint meetings on various agendas / Participation in various government-organized projects / Company visits</li> <li>Communication via online media and email</li> </ul> </li> </ul>
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>Competitors</li> </ul>	<ul style="list-style-type: none"> <li>Fair and lawful competition</li> <li>Conducting business with integrity and transparency</li> </ul>	<ul style="list-style-type: none"> <li>Treat competitors fairly and conduct business ethically</li> </ul>	<ul style="list-style-type: none"> <li>Others <ul style="list-style-type: none"> <li>Meetings and joint discussions on various agendas / Business seminars</li> </ul> </li> </ul>

### Assessment of Material Sustainability Topics

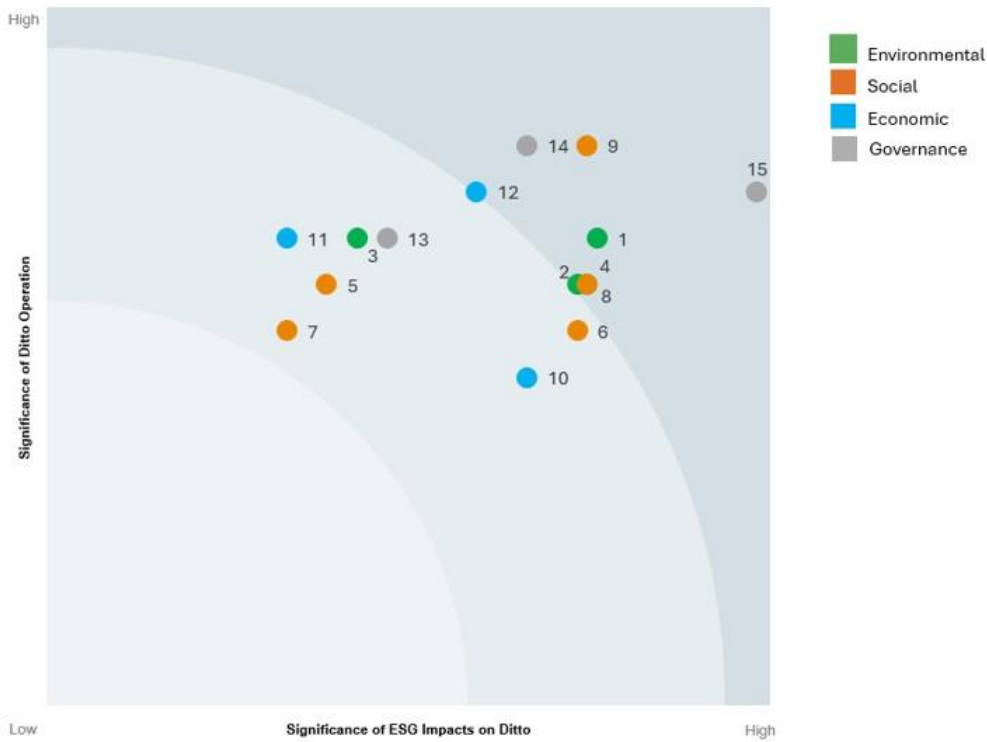
### Assessment of Material Sustainability Topics

In 2025, the Company conducted a review of its material sustainability topics, building upon those identified in 2024. The assessment methodology was guided by the principles of GRI Universal Standards 2021 (GRI 3: Material Topics 2021) and the European Sustainability Reporting Standards (ESRS) Double Materiality assessment approach. It also aligned with the OECD Due Diligence Guidance for Responsible Business Conduct and incorporated a Multi-stakeholder Approach, engaging with diverse stakeholders. This robust process enabled the Company to clearly and comprehensively analyze both the outward impact of its operations on stakeholders, society, and the environment, as well as the inward impact on the business itself, encompassing financial dimensions and long-term value creation potential. This rigorous assessment facilitates the development of effective management approaches that address sustainability challenges. The process for identifying material sustainability topics is as follows:

Process	Methodology
1. Understand the organization's context	<ul style="list-style-type: none"> <li>Analysis of Company business objectives and strategic direction; supply chain activities (internal and partner-driven).</li> <li>Assessment of external factors, global trends, and economic, environmental, human rights, and social challenges (local, regional, global) impacting the Company and its business relationships, including short- and long-term implications.</li> </ul>
2. Identify actual and potential impacts	<ul style="list-style-type: none"> <li>The process involved identifying both actual and potential impacts on the economy, environment, society, and human rights. These encompassed impacts stemming from both the Company's own operations and those of its business partners. We considered both positive and negative impacts, short-term and long-term effects, direct and indirect consequences, as well as remediable and irreparable impacts. This identification was conducted through a comprehensive methodology, including brainstorming sessions, in-depth interviews, stakeholder satisfaction surveys, grievance records, various operational performance statistics, and expert opinions in each respective area.</li> </ul>
3. Assess the significance of the outward impacts	<ul style="list-style-type: none"> <li>The Impact Materiality assessment, evaluating the significance of both positive and negative impacts on the economy, environment, people, society, and human rights, is conducted by the Company's management and internal departmental experts. This is complemented by assessments from both internal and external stakeholders and various subject matter experts. The importance of each impact is determined by criteria such as its severity, nature, scope, likelihood of occurrence, and remediability.</li> </ul>
4. Assess the significance of the inward impacts	<ul style="list-style-type: none"> <li>Categorize impacts on the economy, environment, people, and society (including human rights) into Environmental, Social, Economic, and Governance (ESG) issues. Furthermore, identify potential material sustainability topics by benchmarking against key issues of peer companies in the same industry and those highlighted by leading indices and international sustainability assessment bodies, to ensure a comprehensive and holistic perspective.</li> <li>Assess the level of impact of these issues on the Company, specifically concerning financial aspects and long-term value creation, stemming from either business risks or opportunities (i.e., Financial-related Materiality). This assessment is conducted by the Company's senior management, considering the likelihood of occurrence and the severity of impact on the Company, both financially and non-financially.</li> </ul>
5. Prioritize the material topics	<ul style="list-style-type: none"> <li>Prioritize issues by establishing thresholds or criteria to categorize sustainability topics as high, medium, or low importance, and illustrate their prioritization within a Materiality Matrix. <ul style="list-style-type: none"> <li><b>The horizontal axis (X-axis):</b> represents the significance level of impact of sustainability topics on the Company.</li> <li><b>The vertical axis (Y-axis):</b> represents the significance level of impact on society and the environment from the Company's business operations.</li> </ul> </li> </ul>
6. Materiality validation and approval	<ul style="list-style-type: none"> <li>The prioritization and accuracy of the process are reviewed and validated by senior management and external sustainability experts. Subsequently, the material sustainability topics are approved by the Corporate Governance and Sustainability Committee, and then by the Board of Directors, respectively.</li> </ul>

### Material Topics

The material topics for the year 2025 were reviewed and approved by the Corporate Governance and Sustainability Committee. In 2025, the Company did not make any changes to its material topics from 2024. The Company continues to identify a total of 15 material topics, comprising 8 topics designated as high-impact and 7 topics categorized as medium-impact.



#### High-Impact Topics

1	Carbon Emissions and Pollution
2	Climate Strategy
4	Waste and Wastewater
8	Community and Social Development
9	Customer Responsibility
12	Operational Excellence
14	Regulatory Compliance and Policies
15	Data Security

#### Medium-Impact Topics

3	Energy
5	Employee Well-being
6	Talent Development and Retention
7	Labor Practices and Human Rights in the Supply Chain
10	Innovative Product Development
11	Supply Chain Management
13	Corporate Governance and Business Integrity

Climate change remains one of the key factors that may impact the Company’s business operations, both directly and indirectly. Its significance continues to grow as stakeholders show increasing interest, while the trend toward more stringent greenhouse gas reduction targets set by both the public and private sectors may pose challenges and risks to business operations. Nevertheless, the transition to a low-carbon economy also presents new business opportunities, particularly in the development of technologies and innovations that support efficient and environmentally friendly operations.


The Company recognizes that sustainability topics are significantly linked to human rights concerns of stakeholders across the value chain. Therefore, the results of the Materiality Assessment have been integrated into the Human Rights Due Diligence process to enable comprehensive identification, assessment, and management of potential impacts.

In addition, the Company applies the results of the assessment in the annual review and enhancement of its Enterprise Risk Management (ERM) framework to establish appropriate risk control and mitigation measures for each material topic.

These insights are also used to inform the Company’s strategic direction, targets, and business strategies, as well as to improve management approaches. This supports the effective implementation of sustainability initiatives and the creation of long-term value for all stakeholders.

### Goals and Management of Material Topics

Material Topic	Long-Term Goal	2025 Goal	Supporting the United Nations Sustainable Development Goals (UN SDGs)
Carbon Emissions and Pollution	Reduce GHG emissions by 5% by 2030 compared to 2023 baseline.	Reduce GHG emissions by 2% compared to 2023 baseline.	
Energy	Reduce energy intensity by 5% (kWh per employee) by 2030 compared to 2023 baseline.	Reduce energy intensity by 2% (kWh per employee) compared to 2023 baseline.	
Waste and Wastewater	Reduce waste sent to landfill by 2% by 2030 compared to 2023 baseline.  Zero hazardous waste sent to landfill.		
Employee Well-being		The employee satisfaction score is not less than 75%.	
Talent Development and Retention		The voluntary turnover rate did not exceed 15%.  Average training hours are not less than 20 hours per person per year.	
Labor Practices and Human Rights in the Supply Chain	No human rights violations in the supply chain.	No human rights violations in the supply chain.	
Community and Social Development	No significant complaints from communities negatively impacted by the Company's operations.	No significant complaints from communities negatively impacted by the Company's operations.	
Customer Responsibility		Customer satisfaction score not less than 85%.	
Supply Chain Management	100% of key and new suppliers undergo ESG Risk assessment.	100% of key and new suppliers undergo ESG Risk assessment.	
Operational Excellence		Customer satisfaction score not less than 85%.  Employee engagement score not less than 75%.	
Corporate Governance and Business Integrity	Zero Tolerance to Corruption.	Zero Tolerance to Corruption.	

	No significant violations of the Business Code of Conduct.	No significant violations of the Business Code of Conduct.	
Regulatory Compliance and Policies	No violations of economic, environmental, and social laws.	No violations of economic, environmental, and social laws.	16 
Data Security	No leakage of stakeholder personal data.  No customer complaints regarding unauthorized or non-consensual use of personal data.	No leakage of stakeholder personal data.  No customer complaints regarding unauthorized or non-consensual use of personal data.	16 

### 3.3 Management of environmental sustainability

#### 3.3.1 Environmental policy and guidelines

##### Environmental policy and guidelines

Environmental policy and guidelines : Yes

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

The Company aims to minimize environmental impacts from its operations while developing efficient resource management approaches to support long-term organizational growth and to maintain a balance among economic, social, and environmental development. A clear environmental governance structure has been established, whereby the Corporate Governance and Sustainability Committee oversees strategic direction and monitors the Company's environmental performance. Meanwhile, the Environmental Working Team is responsible for planning, implementing, and monitoring environmental issues related to business operations, including risk assessment, the establishment of control measures, and regularly reporting performance to the Corporate Governance and Sustainability Committee. This ensures that environmental management is continuous, transparent, and responsive to climate change risks.

In its operations, the Company has adopted an environmental management system in accordance with the international ISO 14001 standard as a framework for the systematic management and continuous improvement of its environmental processes. Ongoing monitoring and performance evaluations indicate that the Company is able to effectively manage environmental issues within its control in compliance with the applicable standard requirements. The Company also remains committed to developing new operating approaches to further enhance its environmental performance and continuously elevate its environmentally friendly business practices.

The Company has established environmental policies and targets and promotes business operations and activities to reduce both existing and potential negative impacts, whether direct or indirect. It takes a proactive approach to environmental management for prevention and maximizes resource utilization in line with circular economy principles. The environmental policy is communicated across the organization to raise employee awareness of environmental management and impacts, while fostering a culture of environmental responsibility through engagement and participation initiatives. Key environmental practices include:

- Efficient use of water and electricity
- Reduction of paper consumption
- Systematic waste and waste-management practices
- Adaptation to climate change, such as increasing the use of renewable energy

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

Review of environmental policies, guidelines, and/or goals : No  
over the past year

#### 3.3.2 Environmental operating results

##### Information on energy management

##### Energy management plan

The company's energy management plan : Yes

## Energy Management

### Electricity Consumption Reduction Initiatives

Electricity consumption is a key factor impacting the environment, as current power generation largely relies on fossil fuels, which are a major source of greenhouse gas emissions and a significant contributor to climate change. The Company recognizes the importance of effective energy management, with a focus on optimizing energy use, minimizing unnecessary consumption, and fostering continuous employee participation in energy conservation efforts. In 2025, the Company implemented various campaigns and measures to enhance awareness and encourage employees to use electricity more efficiently. Key initiatives include:

- **Air-conditioning shutdown during lunch breaks**

Air-conditioning systems are turned off for one hour during lunch breaks to reduce electricity consumption when workspaces are unoccupied.

- **Turning off lights when not in use and during lunch breaks**

Employees are encouraged to switch off lights in unused areas, including meeting rooms, offices, and common areas, particularly during lunch breaks, to minimize unnecessary energy use.

- **Switching off computer screens and electronic devices**

Employees are encouraged to turn off computer monitors, laptops, and other electronic devices when not in use, especially during lunch breaks, to reduce energy consumption and extend equipment lifespan.

- **Optimal air-conditioning temperature settings**

Air-conditioning temperatures are maintained at 25–26c , balancing energy efficiency with employee comfort.

- **Switching off and unplugging electrical appliances**

Employees are encouraged to turn off and unplug electrical appliances, such as printers, phone chargers, and other electronic devices, when not in use for extended periods, to reduce standby power consumption.

- **Promoting stair use for short distances**

The Company encourages employees to use stairs instead of elevators when traveling between 1–2 floors as a simple yet effective way to reduce electricity consumption. This initiative also promotes employee well-being by encouraging daily physical activity, improving circulation, enhancing physical fitness, and fostering a workplace culture that values both environmental sustainability and employee health.

In addition, the Company engages qualified experts to conduct inspections and certifications of electrical systems and equipment to ensure safety, reliability, and optimal performance. These measures help prevent electrical hazards while maximizing energy efficiency. The Company also installs awareness signage and provides practical energy-saving guidelines throughout the workplace to encourage continuous employee participation.

These initiatives not only contribute to reducing the Company's energy costs but also reflect its strong commitment to environmental and social responsibility. The Company remains dedicated to continuously enhancing its energy management practices to reduce greenhouse gas emissions and contribute to a more sustainable future.

### Setting goals for managing electricity and/or oil and fuel

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

## Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 1,763.37 Kilowatt-hour / Person(employee)	2025 : Reduced by 2%

## Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

## Performance Results

In 2025, the Company's electricity consumption increased by 14,963 kWh, representing a 4.87% increase compared to the base year of 2023. Energy consumption per employee also rose by 288.91 kWh per person, or an increase of 16.38% compared to the base year. This increase was primarily attributable to extended working hours in the office to support a growing number of project activities.

However, when considering energy consumption intensity per unit of revenue, the Company achieved improved efficiency. The ratio decreased from 169.28 kWh per million Baht in 2023 to 101.75 kWh per million Baht in 2025. This reflects more efficient energy utilization, as electricity consumption from various operational activities decreased relative to the revenue generated.

## Diagram of Performance and outcomes of energy management



In 2025, the Company's electricity consumption totaled 322,454 kWh, equivalent to 2,052.28 kWh per employee. This represents an increase of 16.38% from the 2023 baseline year.

## electricity consumption 2025

Summary of Energy Consumption Performance

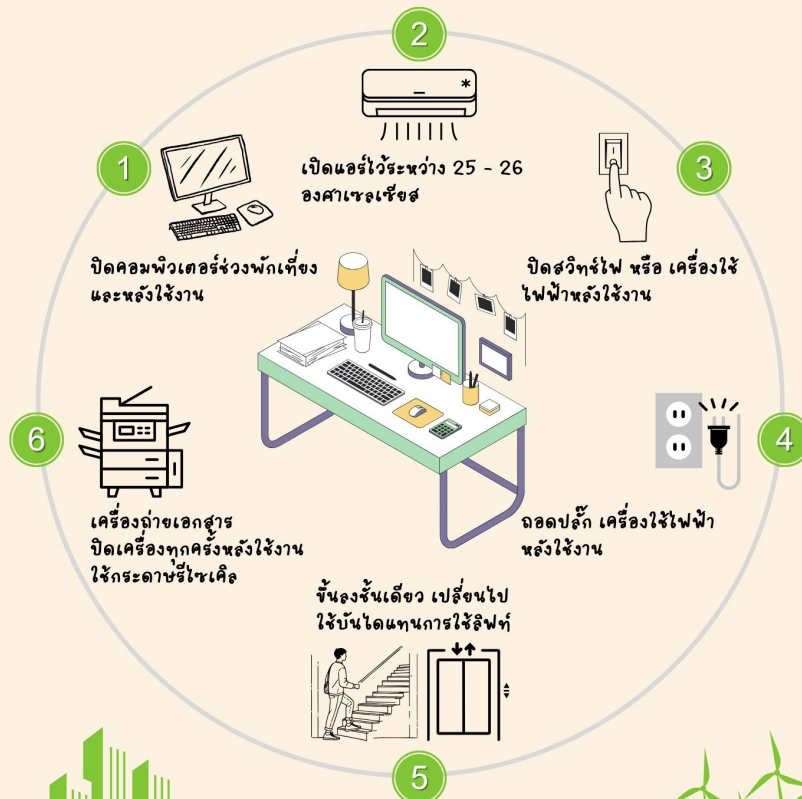
Details	2023	2024	2025
Total Electricity Consumption (kWh)	307,491	324,574	322,454
Energy Intensity per Employee (kWh/employee)	1,763.37	1,938.26	2,052.28
Energy Intensity per Million Baht Revenue (kWh/Million Baht)	169.28	133.45	101.75

Note: Electricity consumption data covers Head Office only.

## Summary of Energy Consumption Performance

# 6 วิธีง่าย ๆ

## ประหยัด พลังงาน ในออฟฟิศ



# ชั้น ชั้นลงบันได

แผนการใช้ลิฟต์...ดีต่อหัวใจ ดีต่อโลก



## เทคนิคเพื่อโลก

ฮีโร่ช่วยโลก ควรเริ่มจากชั้นในๆ ก่อน  
แล้วค่อยๆ เพิ่มจำนวนชั้น  
หากมีอาการเหนื่อย ให้หยุดพัก  
เพราะ การใช้ลิฟต์ ทำให้เกิดการใช้พลังงานไฟฟ้า  
ทำให้เกิดก๊าซเรือนกระจกและทำให้เกิดภาวะโลกร้อน

# สารพัดวิธีง่ายๆ

ลดคาร์บอน  
 footprint ที่โต๊ะทำงาน

ปิดไฟเมื่อ  
ไม่ใช้

ถอดปลั๊ก  
เมื่อไม่ใช้

แค่ปรับ  
พฤติกรรม  
ก็ช่วย  
ลดโลกร้อนได้

ใช้กระดาษ  
สองหน้า

ใช้แก้วน้ำ  
ส่วนตัว

ถอดปลั๊กเมื่อ  
ชาร์จเต็ม

พกกล่อง  
ข้าวมาเอง



## Energy management: Fuel consumption

	2023	2024	2025
Diesel (Litres)	136,475.84	129,855.20	173,437.34
Gasoline (Litres)	120,980.57	117,086.31	142,055.00
LPG (Kilograms)	1,396.56	1,396.00	1,121.56

## Energy management: Electricity consumption

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	307,491.00	324,574.00	322,454.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	307,491.00	324,574.00	322,454.00

## Information on water management

### Water management plan

The Company's water management plan : Yes

### Water Efficiency Improvement Initiatives

The Company recognizes the importance of water as a fundamental resource essential for human life, as well as a key factor in business operations and industrial activities. Effective water resource management is therefore critical to ensure optimal utilization while minimizing environmental impacts.

In response, the Company has established internal water management guidelines, focusing on efficient and responsible water use. Emphasis is placed on promoting awareness and encouraging continuous employee participation in water conservation through various campaigns and initiatives.

In 2025, the Company implemented measures and activities aimed at reducing water consumption, with a strong focus on behavioral change and responsible resource use. Key initiatives include:

- **Promoting water-efficient sanitary practices**

Employees are encouraged to use sanitary facilities appropriately, such as flushing only once per use, to reduce unnecessary water consumption.

- **Supporting the use of water-saving fixtures**

The Company promotes the adoption of water-efficient equipment, such as dual-flush toilets, to enhance overall water efficiency within the organization.

- **Raising awareness on responsible water use**

Campaigns are conducted to encourage employees to use water mindfully, including turning off taps immediately after use, using only the necessary amount of water, and avoiding wasteful practices.

- **Regular inspection and maintenance of plumbing systems**

Continuous monitoring and maintenance of water supply systems, including pipelines, faucets, and sanitary equipment, are carried out to prevent leaks, a major source of water loss.

- **Water reuse (Reuse)**

The Company encourages the reuse of water where appropriate, such as water from equipment cleaning or leftover drinking water from meetings, for non-potable purposes like watering plants or cleaning, thereby improving resource efficiency.

- **Monitoring and analysis of water consumption**

Water usage data is regularly collected and analyzed to identify trends and develop improvement measures for long-term efficiency.

- **Communication and employee engagement**

Awareness signage and practical water-saving guidelines are displayed throughout the workplace to encourage consistent employee participation.

The Company expects that these initiatives will lead to tangible reductions in water consumption while fostering a strong conservation mindset among employees at all levels. Performance is continuously monitored and evaluated, and the Company plans to further adopt water-saving technologies in the future, such as water recycling systems and advanced flow-control devices.

In the long term, the Company aims to embed efficient water use into its organizational culture and serve as a role model for environmentally and socially responsible business practices, contributing to sustainable development.

### Setting goals for water management

Does the company set goals for water management : Yes

### Details of setting goals for water management

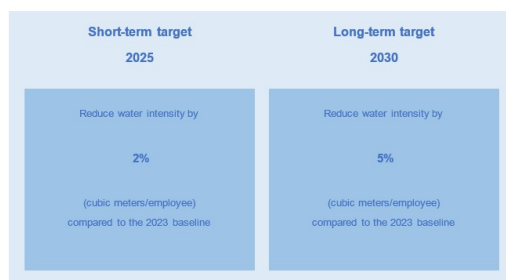
Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2023 : Water withdrawal 15.32 Cubic meters / Person(employee)	2025 : Reduced by 2%

### Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, the Company's total water consumption was 1,905 cubic meters, resulting in a water intensity of 11.99 cubic meters per employee. This represents a decrease of 21.74% from the 2023 baseline.

### Diagram of performance and outcomes in water management



Water Management Performance Results for 2025

In 2025, the Company's total water consumption was 1,905 cubic meters, resulting in a water intensity of 11.99 cubic meters per employee. This represents a decrease of 21.74% from the 2023 baseline.

Water Management Performance Results for 2025

# โปรดช่วยกัน ประหยัดน้ำ



ปิดก๊อกน้ำทุกครั้งหลังใช้

ใช้น้ำอย่างคุ้มค่า ไม่ปล่อยให้ไหลทิ้ง

นำน้ำที่ใช้แล้วมารดต้นไม้

ซ่อมแซมท่อน้ำรั่วไหลทันที

# 6 ไอเดีย ลดโลกร้อน



**SAVE  
WATER**

## 1. ลดการใช้น้ำ

ช่วยลดพลังงานที่ใช้ในการบำบัดและขนส่งน้ำ ลดการปล่อยก๊าซเรือนกระจกที่เกิดจากระบบการเหล่านี้

**ZERO  
PLASTIC  
BAG**



## 4. ลดการใช้พลาสติก

ลดการสร้างขยะพลาสติกซึ่งย่อยสลายยากและปล่อยมลพิษ เลือกใช้วัสดุทดแทนที่เป็นมิตรต่อสิ่งแวดล้อม

**SAVE  
ENERGY**



## 2. ประหยัดพลังงาน

การปิดไฟและเครื่องใช้ไฟฟ้าที่ไม่ใช้ ช่วยลดการปล่อยคาร์บอนไดออกไซด์จากการผลิตพลังงาน

**MORE  
TREES**



## 5. ปลูกต้นไม้

ต้นไม้จะช่วยดูดซับก๊าซคาร์บอนไดออกไซด์ ปล่อยออกซิเจน และลดความร้อนในบรรยากาศ

**PLASTIC  
RECYCLE**



## 3. รีไซเคิล

ช่วยลดปริมาณขยะ ลดการใช้ทรัพยากรธรรมชาติ และลดพลังงานในการผลิตวัสดุใหม่

**ECO  
FRIENDLY**



## 6. ใช้ผลิตภัณฑ์รักษ์โลก

ใช้ผลิตภัณฑ์ที่ลดผลกระทบต่อสิ่งแวดล้อม ย่อยสลายได้ ลดขยะและมลพิษ รักษาสิ่งแวดล้อมยั่งยืน

**Water management: Water withdrawal by source**

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	1,646.00	2,688.00	1,905.00
Water withdrawal by third-party water (cubic meters)	1,646.00	2,688.00	1,905.00
Water withdrawal by surface water (cubic meters)	0.00	N/A	N/A
Water withdrawal by groundwater (cubic meters)	0.00	N/A	N/A
Water withdrawal by seawater (cubic meters)	0.00	N/A	N/A
Water withdrawal by produced water (cubic meters)	0.00	N/A	N/A

**Water management: Water discharge by destinations**

	2023	2024	2025
<b>Total wastewater discharge (cubic meters)</b>	0.00	N/A	N/A
Wastewater discharged to third-party water (cubic meters)	0.00	N/A	N/A
Wastewater discharged to surface water (cubic meters)	0.00	N/A	N/A
Wastewater discharged to groundwater (cubic meters)	0.00	N/A	N/A
Wastewater discharged to seawater (cubic meters)	0.00	N/A	N/A

**Water management: Water consumption**

	2023	2024	2025
<b>Total water consumption (Cubic meters)</b>	1,646.00	2,688.00	1,905.00

### Waste management plan

The company's waste management plan : Yes

## Waste Management

The Company places great importance on a systematic approach to waste management in order to minimize environmental impact. The Company adopts the 3R principles (Reduce, Reuse, Recycle) as follows

- **Reduce** - Minimizing waste generation at the source through the efficient use of resources
- **Reuse** - Encouraging the reuse of materials to decrease the amount of waste requiring disposal
- **Recycle** - Sorting waste and sending it for recycling or processing for reuse

To ensure efficient waste management, the Company has implemented measures to separate waste by category and fosters environmental awareness among all employees, emphasizing participation to reduce the volume of waste sent to landfills.

## Waste Classification

The Company has established three main waste categories and clearly designated waste bins for each type, as follows

### 1. Yellow Bin (Recyclable Waste)

Includes materials that can be reused or recycled, such as A4 paper, paper bags, cardboard boxes, plastic bottles, plastic bags, beverage cans, glass bottles, and metal scraps.

**Management Process** Office cleaning staff sort recyclable waste by type and store it in the designated area. The Administration Department coordinates with recycling vendors to collect and process the materials for reuse.

### 2. Green Bin (Biodegradable Waste) Includes waste that decomposes naturally, such as food scraps, vegetables, and fruits.

**Management Process** This type of waste is discarded in bins located in assigned rooms. Cleaning staff place the collected waste in biodegradable garbage bags. The District Office then disposes of it properly through methods such as composting or converting it into animal feed.

### 3. Red Bin (Hazardous Waste)

Includes waste containing contaminants or materials that may pose environmental risks if mixed with general waste, such as light bulbs, alkaline batteries, printer cartridges, toner, cleaning chemical bottles, and chemically contaminated cloths.

**Management Process** Hazardous waste must be disposed of in designated hazardous waste bins. The Company consolidates hazardous waste annually at the Chonburi site. The Company requests authorization from the Department of Industrial Works to transport waste outside the facility and delivers it to licensed treatment providers.

**Note** - Hazardous waste bins are used only at the Chonburi facility, where hazardous waste is also separated into clearly defined categories.

## Waste Reduction Initiatives

### Waste Sorting Campaign 2025

In 2025, the Company organized activities to promote proper waste sorting among employees and reduce waste generation through the following initiatives

- Organized systematic placement of waste separation bins throughout office areas
- Reduced the use of plastic cups and bottles by encouraging employees to use personal tumblers
- Replaced paper tissues with cloth towels to reduce paper waste

The Company aims for these activities to significantly reduce waste disposal volumes and instill environmental conservation values as part of a sustainable organizational culture.

### Paperless Project

The Company has assigned the ISO 14001:2015 Standard System Committee and the Safety, Occupational Health, and Environmental Committee to oversee the Paperless Project. Progress is summarized every six months and reported during ISO 14001:2015 management review meetings.

This initiative promotes the efficient use of paper and encourages employees to reuse paper whenever possible. The Company has also implemented the **Alfresco document management system**, enabling employees to log in and access operating procedures for all departments without the need for printed distribution. This system helps reduce printing, searching, and document storage time, resulting in improved work efficiency.

## Utilization of Waste and Resources

To minimize the amount of waste sent to landfills, the Company donates decommissioned assets from the first quarter of 2025 to schools and public organizations. This initiative supports education and enhances access to information technology equipment for government agencies and educational institutions. The donated items are used in teaching, training, and the development of learners' skills to maximize their benefits.

### **Setting goals for waste management**

Does the company set goals for waste management : Yes

### **Details of setting goals for waste management**

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2023 : non-hazardous waste 11,540.20 Kilograms	2030 : Reduced by 2%	<ul style="list-style-type: none"> <li>• Recycle</li> <li>• Landfilling</li> </ul>

## Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

## Performance Results for 2025

### Waste Reduction Projects

The company promotes awareness among employees of waste reduction at the source through efficient and responsible use of resources, while encouraging proper segregation of hazardous waste, particularly waste containing contaminants or posing risks to human health and the environment.

Hazardous waste is segregated and stored in designated containers and appropriate areas in accordance with applicable standards to prevent contamination. It is then transferred to external waste disposal contractors licensed by the Department of Industrial Works in compliance with legal requirements. The company also monitors the hazardous waste disposal process and prepares annual reports summarizing the volume of waste sent for disposal to ensure that waste management practices align with the company's guidelines.

### Paperless Project

In 2025, through the continued implementation of the Paperless Project, the Company successfully reduced paper usage by **21,964 sheets**, resulting in a cost savings of **2,948 baht** compared to paper consumption in 2024. This reduction demonstrates the effectiveness of the project and reflects the strong adaptation and cooperation of employees in reducing paper usage.

The Paperless Project has proven to be an effective initiative in minimizing environmental impact while enhancing operational efficiency. Reducing paper consumption not only lowers procurement costs but also reinforces the Company's commitment to social and environmental responsibility. With appropriate measures and continued cooperation from employees, the Company is confident that the project will continue to deliver long-term and sustainable benefits.

### Utilization of Waste and Resources

The Company successfully reduced the volume of waste requiring landfill disposal by donating decommissioned assets from the first quarter of 2025 to schools and various organizations, as follows:

1. **The Stock Exchange of Thailand (SET) – Computer for Thai Children Initiative: Promoting Financial Literacy**  
The Company donated **20 computer units** to promote digital learning and financial literacy among youth, which are essential foundational skills for future development. *Delivered on 14 July 2025.*
2. **Border Patrol Police Bureau, Phayathai District**  
The Company donated **4 desktop computers** and **8 notebook computers** to support educational activities. *Delivered on 23 July 2025.*
3. **Department of Learning Encouragement, Watthana District**  
The Company donated **7 computer units** and **3 notebook computers** to enhance digital learning and skill development for learners. *Delivered on 25 July 2025.*

### Diagram of Performance and outcomes of waste management



2025 Waste Management Performance Results

In 2025, the Company's total waste sent to landfill amounted to 10,020.00 kilograms.

Waste Management 2025

**ditto**  
DATA INTELLIGENCE

**รณรงค์ลดการใช้กระดาษ**

**เลือกใช้กระดาษรีไซเคิล**  
**สำหรับเอกสารภายใน**

ลดการใช้ทรัพยากรธรรมชาติ  
ลดปริมาณขยะ  
ประหยัดค่าใช้จ่าย  
ค่ากระดาษ ค่าหมึกพิมพ์ และค่าไฟ

รู้หรือไม่ว่า? การผลิตกระดาษ 1 ตัน  
ต้องใช้ต้นไม้ถึง 17 ตัน



Waste management: Waste Generation

	2023	2024	2025
Total waste generated (Kilograms)	14,970.20	19,005.10	21,577.90
Total non-hazardous waste (kilograms)	11,540.20	10,485.10	11,557.90
Total hazardous waste (kilograms)	3,430.00	8,520.00	10,020.00

### Waste management: Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	706.60	395.10	566.10
Reused/Recycled non-hazardous waste (Kilograms)	706.60	395.10	566.10

## Information on greenhouse gas management

### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

#### Governance of Climate Change Management

The Company has established a clear governance structure for climate change management, under which the Corporate Governance and Sustainability Committee is responsible for setting strategic direction, policies, and overseeing performance. This includes monitoring and assessing relevant risks and opportunities to ensure alignment with internationally recognized best practices.

At the management level, the Company integrates climate change-related risks into its Enterprise Risk Management (ERM) framework. The Risk Management Committee is responsible for monitoring and assessing both physical and transition risks, as well as defining appropriate mitigation measures and contingency plans to support business continuity.

In addition, the Environmental Working Team is responsible for driving, monitoring, and evaluating performance in line with the Company's policies and targets. Performance progress is regularly reported to the Board of Directors, and relevant information is disclosed transparently to stakeholders to support the Company's sustainable long-term growth.

Climate Change Risks

The Company has analyzed climate change scenarios and assessed potential impacts from both internal and external factors that may affect its operations. We have defined risk control measures and impact reduction strategies based on the following risk categories:

**Physical Risk**

Business Group	Risk Issue	Impact on Company	Risk Control and Impact Reduction Measures
<ul style="list-style-type: none"> <li>● <b>Data &amp; Document Management Solutions</b></li> <li>● <b>Printers/ POS / Drive-Thru System</b></li> <li>● <b>Innovation Technology &amp; Engineering Projects</b></li> </ul>	<p>Operational Risk: Increase in natural disasters such as storms, floods, droughts, or wildfires.</p>	<ul style="list-style-type: none"> <li>● Business disruption affecting Company operations, including day-to-day activities, data storage, and service delivery to customers.</li> <li>● Increased costs from managing and preventing natural disasters, developing technology and operating systems, and repairing damages incurred.</li> </ul>	<ul style="list-style-type: none"> <li>● Implementation of a regularly reviewed crisis management plan, including drills at all four branch locations to ensure on-site staff preparedness.</li> <li>● Provision of backup operational sites and data storage; development of internal Workflow System software to enable all employees to work remotely.</li> <li>● Enhancing the efficiency of data storage systems and internet connectivity to ensure normal business operations even during such events.</li> <li>● Procurement of property insurance to cover various unforeseen events. Procurement of property insurance to cover various unforeseen events.</li> </ul>

<ul style="list-style-type: none"> <li>● <b>Green &amp; Climate Technology</b></li> </ul>	<p>Operational Risk: Increase in natural disasters such as storms, floods, droughts, or wildfires.</p>	<ul style="list-style-type: none"> <li>● Increased storm severity can uproot mangrove saplings, destroy mature trees, and alter coastal ecosystems.</li> <li>● Increased costs from managing and preventing natural disasters, and from restoring damaged areas.</li> </ul>	<ul style="list-style-type: none"> <li>● Conducting research and collaborating with botany experts to carefully select tree species suitable for soil conditions and water salinity in each area. Examples include choosing species with strong root systems for newly formed mudflats or adaptable species for former shrimp farms, thereby increasing tree survival rates and reducing future impacts from natural disasters.</li> </ul>
		<ul style="list-style-type: none"> <li>● Increased severity and duration of droughts leading to drying of some mangrove forest areas and heightened risk of wildfires.</li> <li>● Increased costs from managing and preventing natural disasters, and from restoring damaged areas.</li> </ul>	<ul style="list-style-type: none"> <li>● Implementation of fire monitoring and detection measures: <ul style="list-style-type: none"> <li>○ Utilizing satellite and drone technology to detect heat and fires in mangrove areas.</li> <li>○ Establishing community-level wildfire monitoring networks.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>● Sea level rise and coastal erosion.</li> <li>● Increased costs from managing and preventing natural disasters, and from restoring damaged areas.</li> </ul>	<ul style="list-style-type: none"> <li>● Planning and designing mangrove reforestation as a natural buffer zone, selecting species with strong soil-binding roots that can reduce wave energy (e.g., Grey Mangrove, Red Mangrove), while continuously monitoring shoreline changes to inform future restoration plans.</li> </ul>
	<p>Strategic Risk: Uncertainty of carbon credit volume.</p>	<ul style="list-style-type: none"> <li>● Mangrove forest growth and carbon sequestration rates affecting carbon credit calculation.</li> <li>● Revenue or sales do not meet targets, and increased costs from tree maintenance and technology procurement for monitoring and control.</li> </ul>	<ul style="list-style-type: none"> <li>● Conducting research and development to select robust, climate-resilient tree species, along with implementing appropriate planting and maintenance techniques for each species.</li> <li>● Conducting soil research prior to selecting tree species for planting in specific areas.</li> </ul>

## Transition Risk

Business Group	Risk Issue	Impact on Company	Risk Control and Impact Reduction Measures
<ul style="list-style-type: none"> <li>● <b>Green &amp; Climate Technology</b></li> </ul>	Policy and Regulatory Risk: Changes in carbon market regulations.	<ul style="list-style-type: none"> <li>● Varying stringency of domestic and international carbon credit standards, affecting the certification or acceptance of mangrove forest projects.</li> <li>● Increased costs associated with upgrading and developing mangrove forests to meet higher standards.</li> </ul>	<ul style="list-style-type: none"> <li>● Closely monitoring changes in policies, laws, and regulations related to carbon credit standards, both domestically and internationally.</li> <li>● Researching information to ensure projects comply with internationally recognized standards (Verra, Gold Standard). Collaborating with investors for co-investment in reforestation projects.</li> </ul>
	Financial and Market Risk: Volatility of carbon credit prices.	<ul style="list-style-type: none"> <li>● Carbon credit market fluctuations driven by global demand, leading to uncertain future carbon credit prices, which can result in revenue loss and reduced business liquidity.</li> </ul>	<ul style="list-style-type: none"> <li>● Diversifying funding sources.</li> <li>● Avoiding investment in additional projects.</li> </ul>

### Greenhouse Gas Emissions Management Plan

The Company is committed to continuously controlling and reducing greenhouse gas emissions from its business operations, while enhancing energy efficiency and optimizing resource utilization. This commitment supports sustainable business growth and the transition toward carbon neutrality.

To achieve these objectives, the Company has established key approaches and measures to reduce greenhouse gas emissions across its operations, including:

- Enhancing energy efficiency within the organization through the adoption of energy-efficient equipment and technologies
- Promoting the use of digital technologies to improve operational efficiency and reduce paper consumption (Paperless Office)
- Managing business travel effectively by encouraging the use of virtual meeting systems to minimize unnecessary travel

- Considering and supporting the adoption of clean and renewable energy, where appropriate for business operations
- Fostering employee awareness, understanding, and participation in greenhouse gas reduction initiatives

In this regard, the Company continuously monitors and evaluates its greenhouse gas emissions by preparing the Carbon Footprint for Organization (CFO) on an annual basis. This serves as a key database for assessing the environmental impact of its operations and supports the development of long-term greenhouse gas management and reduction strategies. The data is also utilized to track the effectiveness of implemented measures and to set ongoing improvement targets.

Looking ahead, the Company plans to further enhance its greenhouse gas management practices in alignment with international standards and stakeholder expectations. Key initiatives include expanding the scope of emissions data collection to cover Scope 3 emissions, establishing science-based targets, and strengthening disclosures in accordance with relevant global frameworks.

Reference link for company's greenhouse gas management : [https://www.dittothailand.com/en/sustainability/plan\\_environments/climate-change-management/](https://www.dittothailand.com/en/sustainability/plan_environments/climate-change-management/)

### Compliance with principles and standards for greenhouse gas or climate change management

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

### Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting other greenhouse gas reduction targets

### Setting other greenhouse gas reduction targets

#### Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-3	2023 : Greenhouse gas emissions 2,666.00 tCO <sub>2</sub> e	2025 : Reduced by 2% in comparison to the base year	2030 : Reduced by 5% in comparison to the base year

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes management

### Greenhouse Gas Emission Reduction Projects

The Company implements various projects and initiatives to concretely support the reduction of greenhouse gas emissions from its operations, covering energy use, transportation, and resource management, as outlined below:

#### 1. Fuel Consumption

The Company is in the process of studying and evaluating approaches to reduce fuel consumption more efficiently. This includes the consideration of adopting electric vehicles (EVs) to replace conventional vehicles in the future, as well

as enhancing transportation management through advance booking systems. Such systems enable effective route planning and optimal vehicle utilization, thereby reducing fuel consumption and greenhouse gas emissions from unnecessary travel.

## 2. Energy Consumption

The Company encourages employee participation in efficient energy use through ongoing initiatives and awareness campaigns, including:

- Requiring air-conditioning systems to be turned off for one hour during lunchtime to reduce energy consumption when office areas are not in use.
- Promoting the switching off of lights in unused areas, including meeting rooms, office spaces, and common areas during lunchtime.
- Encouraging employees to turn off computer screens, laptops, and other electronic devices when not in use, particularly during break periods, to reduce energy consumption and extend equipment lifespan.
- Setting air-conditioning temperatures at an appropriate level (25–26 degrees Celsius) to balance energy efficiency.
- Promoting the shutdown and unplugging of electrical equipment during extended periods of non-use to reduce standby energy consumption.
- Encouraging the use of stairs instead of elevators for travel between one to two floors, helping to reduce electricity usage.
- Initiating the installation of a solar power generation system (Solar Cell) to support the use of renewable energy.

## 3. Paper Resource Utilization

The Company is committed to reducing paper consumption and improving resource efficiency through the following measures:

- Promoting double-sided printing to reduce overall paper usage.
- Encouraging the use of reusable hand towels instead of disposable paper towels to reduce single-use waste.
- Improving document workflow processes, particularly in accounting and finance functions, by reducing the use of carbon paper forms and implementing the e-Tax system for electronic invoicing and billing. These measures help reduce resource consumption, waste generation, and greenhouse gas emissions associated with document production and transportation.

The Company will continue to monitor and evaluate its greenhouse gas management performance on an ongoing basis. The results will be used to further improve and enhance its operational approaches, supporting sustainable business practices and creating long-term environmental value.

### **Organizational Greenhouse Gas Emissions**

In 2025, the Company reported total organizational greenhouse gas emissions of 4,381 tCO<sub>2</sub>e, representing an increase of 64.33% compared to the base year 2023. This increase was primarily attributable to the Company's expanded data collection, which more comprehensively covered greenhouse gas emission sources compared to the base year. In addition, the Company recorded higher operational output (revenue), resulting in increased business activities and associated emissions. The Company's revenue increased from THB 1,816.51 million in 2023 to THB 3,169.01 million in 2025.

Despite the overall increase in absolute greenhouse gas emissions across all scopes, the Company achieved an improvement in its emissions intensity. Carbon intensity (Scope 1, 2, and 3) decreased from 1.47 tCO<sub>2</sub>e per million Baht in the base year 2023 to 1.38 tCO<sub>2</sub>e per million Baht. This reflects enhanced operational efficiency and indicates that greenhouse gas emissions per unit of revenue have declined.

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	2,666.00	2,655.00	4,381.00
Total greenhouse gas emissions - Scope 1 ( Metric tonnes of carbon dioxide equivalent)	702.00	615.00	766.00
Total greenhouse gas emissions - Scope 2 ( Metric tonnes of carbon dioxide equivalent)	154.00	163.00	154.00
Total greenhouse gas emissions - Scope 3 ( Metric tonnes of carbon dioxide equivalent)	1,810.00	1,877.00	3,461.00

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Other : MASCI

**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

### 3.4 Social sustainability management

#### 3.4.1 Social 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 places importance on respecting and protecting the human rights of all stakeholder groups throughout its value chain. It is committed to conducting business responsibly, fairly, transparently, and without discrimination. The Company has established a Human Rights Policy as a guideline for operations, in alignment with applicable laws, international human rights principles, and sustainable development.

The policy applies to the Company's operations and its subsidiaries, as well as to all stakeholder groups across the value chain, with the objective of preventing human rights violations in all forms, including child labor, forced labor, discrimination, and workplace harassment. The Company treats employees fairly and equally, promotes diversity, ensures appropriate compensation and benefits, provides a safe working environment, and supports employee development and the right to express opinions. In addition, the Company conducts its relationships with shareholders, customers, suppliers and business partners, communities, and society at large in a fair manner, respecting rights and privacy, and seeking to appropriately mitigate potential impacts arising from its business operations.

The Company has implemented a comprehensive Human Rights Due Diligence (HRDD) process to regularly assess, monitor, and manage human rights-related risks. It also communicates and promotes awareness among employees and stakeholders on the importance of respecting human rights, and provides channels for reporting concerns, issues, or complaints related to human rights violations, enabling timely and appropriate remedial actions. These efforts support the Company's commitment to sustainable long-term business operations.

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

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

#### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The Company has established a comprehensive human rights due diligence process, referencing the risk assessment principles of the United Nations Guiding Principles on Business and Human Rights (UNGPs) which cover the principles of Protect, Respect, and Remedy. These principles serve as guidelines and a framework for our operations. The Company acknowledges the significance and potential impact of human rights issues across its entire value chain and has developed guidelines for managing, preventing, and remedying human rights impacts.

The Company conducts a comprehensive Human Rights Due Diligence (HRDD) process, comprising 5 key steps:

##### 1. A Statement of Policy Commitment to Respect Human Rights

The Company has established its Human Rights Policy in accordance with international human rights principles and standards. These include the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the International Labor Organization Declaration on Fundamental Principles and Rights at Work. This policy serves as a guideline for the organization's human rights practices, covering the operations of the Company and its subsidiaries, as well as relevant stakeholders throughout the business value chain. This ensures the prevention of any actions inconsistent with labor laws (such as child labor or forced labor) and other acts violating human rights principles.

##### 2. Human Rights Risk Assessment

The Company conducts human rights risk assessments across its business activities throughout the value chain to identify, analyze, and prioritize potential human rights risks that may impact stakeholders.

### 3. Integrate Findings and Take Appropriate Action

Significant human rights risk issues, particularly those assessed as high-risk, are subject to in-depth analysis to determine appropriate mitigation measures, control mechanisms, and action plans to prevent or reduce potential adverse impacts in alignment with the business context.

### 4. Track and Communicate Performance

The Company assigns responsible units to oversee and monitor the management of human rights risks, including a review and reassessment of such risks at least every three years or when material changes occur. The Company also tracks implementation progress and continuously improves mitigation measures to ensure their effectiveness. The assessment results and performance updates are regularly reported to the Corporate Governance and Sustainability Committee.

### 5. Remediate Adverse Impacts

The Company provides channels for complaints and whistleblowing for stakeholders who may be affected by human rights impacts arising from business operations. Complaints are handled through fair, transparent, and appropriate investigation processes in accordance with the Company’s Whistleblower Policy. Upon receipt of a complaint, the Company assesses the facts and determines suitable remediation and mitigation measures, both financial and non-financial, while monitoring corrective actions and implementing preventive measures to avoid recurrence in the future.

HRDD process diagram



### 3.4.2 Social operating results

## Information on employees and labor

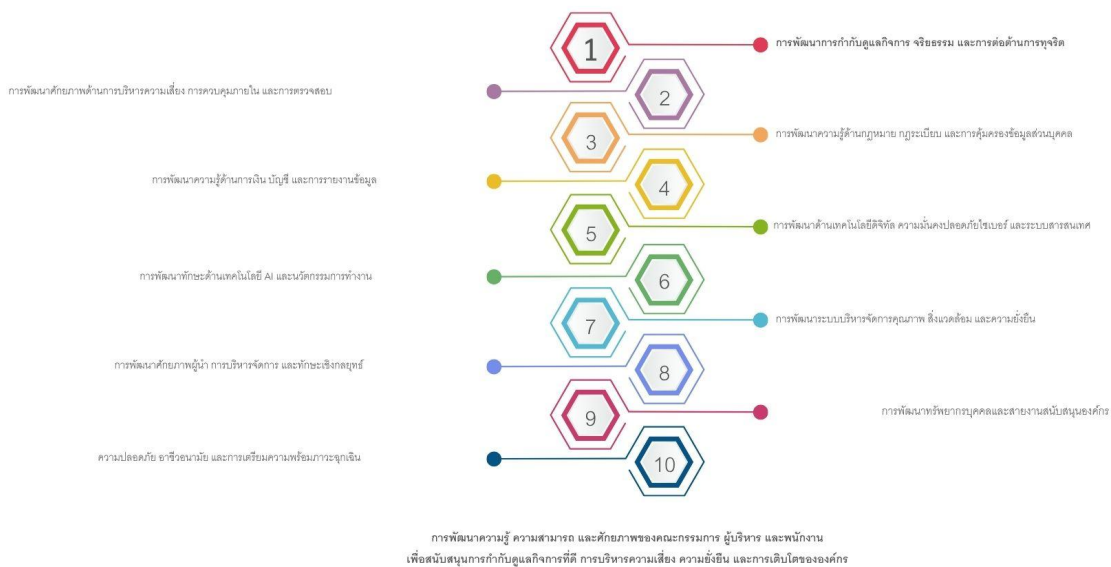
### Employees and labor management plan

The company's employee and labor management plan : Yes

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

### Employee Training and Development

In 2025, the Company developed and approved its **Annual Employee Training and Development Plan** to build workforce capabilities in alignment with the business direction and the organization's sustainable growth agenda. The plan defines **ten core development pillars** that encompass: corporate governance, ethics, and anti-corruption; risk management and internal controls; legal and regulatory knowledge and personal data protection; finance and reporting; digital technology and cybersecurity; AI skills and work innovation; quality management systems and sustainability; leadership and strategic capabilities; capability building for corporate support functions; and occupational health, safety, and emergency preparedness. These initiatives are designed to enable employees to perform effectively and transparently, while strengthening organizational resilience to future business changes.



### Fair Compensation Practices

The company is committed to ensuring employee well-being, quality of life, and motivation. Compensation, benefits, and welfare programs are designed to be fair and appropriate, helping retain high-potential employees and maintain a low voluntary turnover rate.

## Employee Relations and Engagement

The company conducts an annual employee engagement survey to gather opinions and suggestions. Results are jointly analyzed by the Human Resources Department and the Welfare Committee. Key findings are presented to management for approval and action. Survey results and progress updates are communicated to employees through email and company bulletin boards to ensure transparency and shared understanding.

## Occupational Health and Safety

The company has established guidelines and operational standards on occupational health, safety, and workplace environment. Programs and activities are implemented regularly to support employee well-being and ensure a safe and healthy working environment.

Reference link for employee and labor management plan : <https://www.dittothailand.com/en/sustainability/social/human-resource-development/>

### Setting employee and labor management goals

Does the company set employee and labor management : Yes  
goals

### Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	An average training duration of no less than 20 hours per person per year.	-: -	2025: An average training duration of no less than 20 hours per person per year.
• Safety and occupational health at work	Lost-Time Injury Frequency Rate (LTIFR) per 1 million working hours = 0	-	2025: Lost-Time Injury Frequency Rate (LTIFR) per 1 million working hours = 0
• Promoting employee relations and participation	Employee satisfaction score is maintained at no less than 75%	-	2025: Employee satisfaction score is maintained at no less than 75%

### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes  
management

## Workforce Management Performance and Outcomes in 2025

### 1) Employee Training and Development

In 2025, the Company delivered 79 training courses to enhance employees' skills and competencies. Employees completed an average of 65 training hours per person per year, significantly exceeding the target of 20 hours per person per year. Key programs included

### **1.1 High Potential Leader Program**

This program identifies and develops high-potential talent to assume next-generation leadership roles, supporting business growth amid technological change and evolving customer needs. Development is anchored in the Company's culture-service excellence, teamwork, craftsmanship, and openness to new opportunities.

A structured assessment process is used to detect Willingness to Change and Ability to Influence, followed by personalized development pathways through group activities, coaching, and practical application.

#### **Benefits to the Company**

- Established a network of emerging leaders who act as Change Agents and culture champions.
- Strengthened strategic thinking, change management, and decision-making under pressure.
- Improved employee motivation and self-development, enhancing career confidence and lowering attrition.
- Built long-term leadership bench strength to support sustainable business growth.

### **1.2 AI Capability Development to Enhance Work Efficiency**

Recognizing that the AI skills gap directly affects business competitiveness, the Company delivered training to build foundational understanding of AI, the safe and responsible use of Generative AI tools, awareness of job/task implications, and practical adoption of automation to reduce repetitive work and improve efficiency. The curriculum is designed to uplift productivity, stimulate innovation, and drive a sustainable digital transformation.

#### **Benefits to the Company**

- Employees can effectively leverage AI and automation to improve work outcomes.
- Increased technological readiness and organizational agility.
- A stronger culture of innovation and opportunity-seeking with AI.
- Concrete progress toward enterprise-wide digital transformation.

### **1.3 Code of Conduct and Business Ethics Training**

To foster responsibility, integrity, transparency, and good corporate governance at all levels, the Company provides ethics training covering key topics such as legal compliance, conflicts of interest, data confidentiality, human rights, anti-corruption, and positive social representation. This promotes consistent ethical behavior throughout the organization.

#### **Benefits to the Company**

- Reduced legal and fraud risks.
- Increased stakeholder trust.
- Enhanced corporate governance reputation.
- A more transparent and sustainable organizational culture.

### **1.4 Enterprise Risk Management (ERM)**

In 2025, the Company strengthened its risk management framework by formally appointing a Risk Management Committee, expanding working groups, updating the Risk Management Manual to align with international standards, and engaging an external consultant to systematize risk processes.

To support these improvements, the Company rolled out Enterprise Risk Management training for employees at all levels, focusing on core risk terminology, foundational concepts, and practical skills in risk identification, analysis, evaluation, and treatment. The program also encourages the application of ERM principles within individual departments.

#### **Benefits to the Company**

- A more systematic ERM framework aligned with international standards.
- Improved risk knowledge, skills, and correct understanding among personnel, enabling effective risk management.
- Greater organizational readiness for risk and stronger support for strategic decision-making.
- A sustained organizational culture of risk-aware behavior and governance.

## **2 ) Occupational Health, Safety, and Working Environment**

The Company is committed to continuously enhancing its safety management systems to reduce risks related to illness, injury, or fatality in the workplace, while ensuring an appropriate quality of life for all employees. In 2025, one work-related injury case resulting in sick leave was reported. Key initiatives undertaken by the Company during the year are as follows

### **2.1 Health Promotion Activities to Reduce Office Syndrome**

The Company organized weight training sessions aimed at improving employees' overall health and physical strength, as well as alleviating office syndrome symptoms such as back pain and neck pain commonly caused by prolonged sitting. The objective of the program was to encourage employees to exercise correctly and regularly, while motivating them to maintain long-term wellness.

The activity was held on the 2nd and 4th Friday of each month from May to July 2025, at the lobby area on the 1st floor of the Head Office, from 4:00 p.m. to 5:00 p.m. The sessions were conducted by certified weight training specialists. A total of 30 employees expressed interest and registered to participate in the program.



**พบกับกิจกรรมใหม่**

# ออกกำลังกาย ต้านออฟฟิศซินโดรม

ตั้งแต่ พฤษภาคม-กรกฎาคม 2568  
 ครั้งละ 1 ชั่วโมง ณ ล็อบบี้ ชั้น 1 สำนักงานใหญ่ เวลา 16.00 - 17.00น.

**ฝึกกับเทรนเนอร์มือโปร ฟรีไม่มีค่าใช้จ่าย!!**  
 พร้อมท่าเวทเทรนนิ่งสุดมันส์ และเทคนิคการยืดผ่อนคลายกล้ามเนื้อ

ฟรี แข็งแรง โกลไกล    ลาก่อน ออฟฟิศซินโดรม    กระชับสัมพันธ์กับเพื่อนร่วมงาน    ออฟฟิศสุดใจ งาน

ขอให้เตรียมชุดออกกำลังกายที่ใส่สบายมาสำหรับเปลี่ยนก่อนเข้าร่วมกิจกรรม

สอบถามข้อมูลเพิ่มเติม: ปุญญนุช 092-2481145

**ditto**

# ออกกำลังกาย ต้านออฟฟิศซินโดรม

ฝึกกับเทรนเนอร์มือโปร ♡

ครั้งละ 1 ชั่วโมง ทุกวันศุกร์  
 ณ ล็อบบี้ ชั้น 1 สำนักงานใหญ่ เวลา 16.00 - 17.00น.

**รุ่นที่ 2 เริ่มสิงหาคมนี้**

สแกน QR CODE  
 ลงชื่อได้เลย

สอบถามข้อมูลเพิ่มเติม: ปุญญนุช 092-2481145

## 2.2 Annual Health Check-ups and Influenza Vaccination Program

The Company arranged annual health check-ups for employees, covering more than 20 examination items tailored to individual health risks. In addition, influenza vaccines were offered during the period of increasing national flu outbreaks. Employees were able to receive the vaccination voluntarily at a special rate through Kasemrad Ramkhamhaeng Hospital.

Employees were encouraged to pre-register prior to the 2025 annual health check-up so the hospital could prepare sufficient vaccine doses for on-site administration. The program received very positive feedback. Furthermore, to extend care beyond employees, the Company also allowed employees' family members to register for the same special vaccination rate at the hospital within one month after registration.



โรงพยาบาลเกษมราษฎร์  
KASEMRAD HOSPITAL



### 2.3 Workplace Environmental Assessment (Lighting Measurement)

The Company conducted lighting measurements within work areas to ensure that illumination levels comply with relevant occupational safety standards and legal requirements. This assessment helps maintain safe lighting conditions for employees, while also serving as a preventive measure to safeguard employee health and minimize visual strain during work.



## 2.4 Electrical System Inspection and Certification

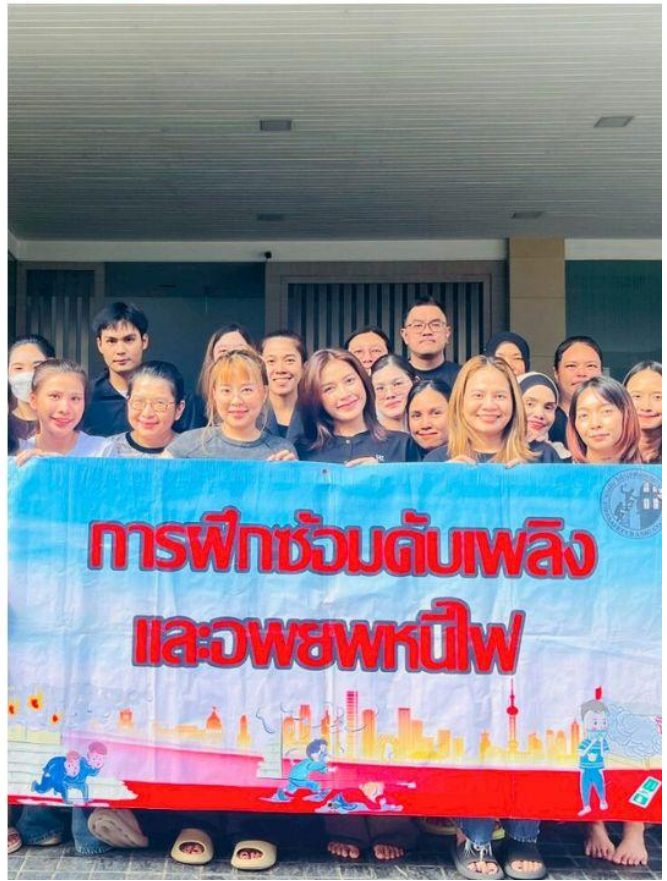
The Company carried out comprehensive inspections and certification of electrical systems an essential process to verify safety and operational efficiency within the building. The inspection covered key electrical components such as control panels, circuit breakers, wiring systems, and other electrical equipment to ensure compliance with safety standards and legal regulations.

The certification process also included examination of electrical apparatus such as meters, fuses, and switches to confirm correct installation and safe functionality. These measures help prevent electrical hazards and enhance the reliability of the overall electrical system.



## 2.5 Fire Safety and First Aid Training

The Company conducted annual fire safety and basic first aid training sessions to ensure employees understand fire behavior, causes of fire incidents, and proper prevention and firefighting procedures. The training equipped participants with the necessary skills to operate fire extinguishers correctly and to respond promptly and effectively to fire emergencies and basic medical incidents.



### 3) Employee Engagement

In 2025, the voluntary turnover rate was 8.73% (target  $\leq$  15%). The employee satisfaction score was 78.32% (target  $\geq$  75%).



### Employee and labor management: Employment

#### Hiring employees

	2023	2024	2025
<b>Total employees</b> (persons)	334	345	379
Male employees (persons)	194	206	222
Female employees (persons)	140	139	157

#### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities</b> (persons)	13	5	9
<b>Total number of employees with disabilities</b> (persons)	13	5	9
Total male employees with disabilities (persons)	3	3	2
Total female employees with disabilities (persons)	10	2	7
<b>Total number of workers who are not employees with disabilities</b> (persons)	0	0	0

### Employee and labor management: Remuneration

## Employee remuneration

	2023	2024	2025
<b>Total employee remuneration</b> (baht)	217,621,272.95	225,168,351.04	347,622,107.20

## Employee and labor management: Employee training and development

	2023	2024	2025
Average employee training hours (hours / person / year)	14.00	31.00	65.00
Training and development expenses for employees (baht)	351,242.20	963,138.78	754,249.16

## Employee and labor management: Safety, occupational health, and environment at work

### Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	1	1	1

## Employee and labor management: Employee engagement and internal employee groups

### Employee engagement

	2023	2024	2025
Proportion of voluntary resignations (%)	13	14	8
<b>Total number of employee turnover leaving the company voluntarily</b> (persons)	43	40	33
Total number of male employee turnover leaving the company voluntarily (persons)	23	22	16
Total number of female employee turnover leaving the company voluntarily (persons)	20	18	17
Proportion of voluntary resignations (%)	12.87	14.49	2.11
	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

## Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

## Information about customers

### Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the : Responsible production and services for customers,  
company over the past year Development of customer satisfaction and customer  
relationship, Consumer data privacy and protection,  
Others : Data Security

### Responsible production and services for customer

The Company places great importance on building and maintaining strong relationships with its customers, with a continued focus on enhancing customer satisfaction and confidence in its products and services. The Company conducts annual customer satisfaction surveys to gather feedback, which is used to improve service quality and to guide the development of products and services that appropriately respond to customer needs.

To maintain service standards at a satisfactory level, the Company promotes continuous training and capability development across all departments. Emphasis is placed on product and service knowledge, prompt responsiveness to customer needs, and the delivery of high-quality service, alongside marketing planning and the development of a diverse range of products and services.

In addition, the Company has established clear practices regarding customer responsibility, including:

- Delivering quality products and services that meet customer expectations at fair and reasonable prices;
- Providing accurate, sufficient, and timely information without exaggeration or misleading customers regarding product or service quality;
- Communicating with customers in a courteous and effective manner, while providing appropriate channels for complaints and feedback;
- Safeguarding customer confidentiality and personal data in an appropriate manner; and
- Conducting marketing communications through multiple channels, such as direct communication by sales personnel and the Company's website.

### Protection of customer personal information

The Company has established policies and guidelines concerning personal data protection and information security to ensure that data subjects are informed about how their personal data is collected, the purposes of its processing, the retention period, and measures regarding its use, transfer, breach, or leakage. This also includes safeguarding the privacy and rights of data subjects whose personal data the Company processes, whether directly or indirectly identifiable.

### Data Security

The Company places great importance on maintaining information and cybersecurity, as well as protecting personal data, which are key factors in building trust among stakeholders and enabling business operations in the digital era. The

Company has established information security management guidelines covering policy, operational processes, and risk control to ensure that its information technology systems remain secure, reliable, and capable of supporting continuous business operations.

The Company has an Information Technology Department responsible for overseeing and managing the organization's information system security to ensure efficiency. This includes implementing measures to prevent and manage risks arising from cyber threats, as well as preventing inappropriate or non-compliant use of information systems. The Company has also established a governance structure and control measures for information and system security to ensure systematic management of information technology-related risks.

### 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	-	2025: Customer satisfaction score is no less than 85%

#### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

#### Development of customer satisfaction and customer relationship

The Company regularly monitors and evaluates customer satisfaction through annual surveys in order to analyze feedback and continuously improve service quality. In 2025, the customer satisfaction survey result reached 86.36%, exceeding the Company's target of 85%. This outcome reflects the Company's commitment to delivering high-quality services and effectively responding to customer needs.

Based on the survey findings, the Company identified areas for further improvement in certain aspects of service delivery, particularly in customer communication and coordination, as well as in providing information and advice that more precisely meet customer expectations. In response, the Company has implemented continuous personnel development initiatives, including in-depth training on its products and services, as well as the enhancement of customer service skills such as courteous communication, appropriate use of language and tone of voice, active listening, and professional service delivery. These initiatives aim to enhance the overall customer experience and maximize customer satisfaction.

In addition, the Company encourages all relevant departments to continuously develop employee capabilities by strengthening product knowledge, improving service processes, and expanding the range of products and services. These efforts enable the Company to respond effectively to customer needs and maintain service standards that foster long-term customer confidence and satisfaction.

#### Protection of customer personal information

The Company consistently updates and amends its personal data protection policies, privacy notices and guidelines to comply with the operational approaches and criteria of personal data protection laws, specifically the Personal Data Protection Act B.E. 2562 (2019) (PDPA) and related subordinate legislation, including any amendments to the PDPA B.E. 2562 (2019) Details are as follows:

- Company's Personal Data Protection Policy and Guidelines (Privacy Policy) [Click](#)
- Personal Data Protection Policy and Privacy Notices for Business Partners/Contracting Parties, for Third Parties, for Personnel, for Customers, and for Applicants [Click](#)

- Personal Data Retention and Disposal Policy [Click](#)
- Personal Data Protection Guidelines and Company Prevention Measures [Click](#)
- Design and development of systems for recording personal data processing activities and processing operations
- Appointment of a Data Protection Officer (DPO) to continuously audit and supervise the operations of the Company and its subsidiaries for compliance with personal data protection laws.

To further enhance compliance with personal data protection laws and ensure continuity of operations, the Company has adjusted its organizational structure relating to the Data Protection Officer (DPO) function. The DPO is authorized to report directly to the Company’s Executive Committee on matters related to personal data protection compliance and audit outcomes of the Company and its subsidiaries, thereby strengthening oversight efficiency and compliance with applicable personal data protection regulations.

### Data Security

The Company has established policies and practices covering governance, risk management, and control measures to prevent data theft and data leakage, as well as to address cyber threats and enhance stakeholder confidence.

In 2025, the Company continuously implemented data security measures, including the installation and enhancement of effective cybersecurity protection systems, strict access control management based on the principle of least privilege, regular data backup, and the implementation of system recovery plans to address emergency situations.

These efforts were complemented by regular system security monitoring and testing, including vulnerability assessments and penetration testing, to reduce potential risks and business impacts.

In addition, the Company places strong emphasis on raising cybersecurity awareness among employees by providing ongoing training and awareness campaigns to strengthen knowledge, understanding, and appropriate behavior in the use of information systems. These initiatives are a key component in reinforcing long-term data and information security.

The Company has also provided channels for feedback and complaints for individuals who may be affected by personal data rights violations through its whistleblowing and complaint-handling system on the Company’s website. In 2025, the Company did not receive any customer complaints related to personal data security breaches, nor were there any cases of customers being affected by data leakage, loss, destruction, or theft.

### Diagram of performance and outcomes of customer management

Customer Satisfaction Survey Area	2023 Score (%)	2024 Score (%)	2025 Score (%)
Quality of Photocopy Machines	79.67	84.72	84.50
Satisfaction with Services from Various Departments - Sales Department	85.83	87.33	87.83
Satisfaction with Services from Various Departments - OTC (Call Center) Department	90.83	89.50	86.50
Satisfaction with Services from Various Departments - Service Department (Technicians)	89.00	89.50	85.50
Average Score	86.33	87.43	87.43

Customer Satisfaction Survey Results

### Customer management: Customer satisfaction

#### Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by : Education, Forests and natural resources,  
the company over the past year Occupational health, safety, health, and quality of life

## Operational Planning and Performance Reporting

The Company is committed to promoting awareness and knowledge of social and environmental responsibility among employees at all levels, serving as a shared framework for contributing to the sustainable development of communities, society, and the environment.

To ensure effective implementation, the Company assigns its Corporate Social Responsibility (CSR) working team to develop annual plans covering projects and initiatives that deliver long-term value to society. These plans are proposed to the Executive Committee on an annual basis, together with an allocated budget aligned with the Company's business operations, financial position, and overall performance.

The Company also requires the CSR working team to report operational performance to the Executive Committee at least once per year. For 2024, the Company established an annual action plan and budget, along with performance reporting under the approved framework, as outlined below.

## Project and Activity Implementation Framework

### 1. Community Understanding and Issue Identification

The CSR working team conducts in-depth assessments of target communities by reviewing baseline data and analyzing key challenges. This includes engaging with community leaders and studying best practices from other communities to identify appropriate and sustainable solutions.

### 2. Field Assessment and Needs Analysis

On-site assessments are carried out to evaluate community impacts and identify key concerns and needs. This involves direct engagement with community stakeholders and environmental observations, such as water contamination and waste management issues. The insights gathered are analyzed to determine priority areas and guide project design based on urgency and impact.

### 3. Project and Activity Design

Projects and activities are carefully designed to address identified community needs and challenges. These may include knowledge-sharing programs, provision of essential equipment, infrastructure development, and volunteer initiatives. Resource requirements such as budget, personnel, and external partnerships are also considered to ensure feasibility and effectiveness.

## 4. Implementation and Community Engagement

Projects are implemented in close collaboration with local communities, with a strong emphasis on participation and co-creation. Training sessions and workshops are conducted to equip community members with practical knowledge and skills. Continuous monitoring and adaptive improvements are undertaken throughout implementation to maximize efficiency and outcomes.

## 5. Monitoring, Evaluation, and Reporting

The Company systematically collects and evaluates data on project outcomes, including the number of beneficiaries, community satisfaction levels, and measurable social or environmental improvements. Results are assessed against predefined objectives to determine project effectiveness.

Comprehensive performance reports are prepared, highlighting key achievements, challenges, and recommendations for future development, ensuring continuous improvement and long-term sustainability of CSR initiatives.

### Setting community and social management goals

Does the company set community and social : No  
management goals

### Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes  
management

**The Committee has implemented activities in line with the approved plans and allocated budgets across the following areas:**

## Environmental Initiatives

### Mangrove Puzzle Mission

The CSR Committee organized an engaging activity for youth golfers during the *Ditto Championship 2025*, featuring a mangrove ecosystem puzzle. Participants assembled key ecosystem componentstrees, animals, water, and soilinto a complete picture. Upon completion, they received concise educational insights on the roles and benefits of mangrove forests, including their importance in ecosystem balance, carbon sequestration, and environmental conservation. This initiative aimed to instill environmental responsibility among youth by fostering awareness and appreciation of natural resources through interactive and creative learning.



### Waste Segregation Awareness Program

Located near a coastal estuary, Wat Srikongkharam School faces ongoing environmental challenges from marine debris. In response, the CSR team conducted a waste segregation awareness program and supported the establishment of a “waste bank” in collaboration with local government agencies.

The program was designed to raise environmental awareness among students and the surrounding community, while promoting proper, effective, and sustainable waste management practices.



#### Ditto Sharing Smiles Project (Year 4)

Originally scheduled for 2024 but postponed due to tidal constraints, the project was successfully implemented in 2025. The Company renovated the area behind the school cafeteria, enhancing its structural integrity, cleanliness, and safety. Improvements included concrete flooring and roofing installation, with a total investment of THB 101,516.

## “ดิทโต้ เชื่อมั่นว่าการให้ไม่สิ้นสุดเพียงวันนี้ แต่จะส่งต่อรอยยิ้มและความยั่งยืนสู่ออนาคต”

บริษัท ดิทโต้ (ประเทศไทย) จำกัด (มหาชน) ยังคงมุ่งมั่นส่งต่อความห่วงใยสู่สังคมผ่านโครงการ “ดิทโต้แลกยิ้ม” เติมรอยยิ้มให้น้อง ๆ โรงเรียนวัดศรีคงคาราม ด้วยการปรับปรุงพื้นที่และมอบความรู้เรื่องการคัดแยกขยะ



เมื่อวันที่ 10 กันยายน 2568 คุณชัยยุทธ เอียดแก้ว ประธานเจ้าหน้าที่บริหารด้านบริการ พร้อมด้วยคณะทำงานด้าน CSR และตัวแทนพนักงาน ได้ร่วมเดินทางไปยังโรงเรียนวัดศรีคงคาราม จังหวัดสมุทรปราการ โดยได้รับการต้อนรับจาก นางสาวกิ่งดาว เทือกขันธ์ดี รักษาการผู้อำนวยการโรงเรียน คณะครู และนักเรียนอย่างอบอุ่น



ดิทโต้ ได้มอบงบประมาณกว่า 100,000 บาท เพื่อปรับปรุงพื้นที่ด้านหลังโรงอาหารให้สะอาดปลอดภัย และเหมาะสมต่อการใช้งาน พร้อมทั้งมอบถังขยะแยกประเภท และจัดกิจกรรมให้ความรู้เรื่องการคัดแยกขยะ เพื่อส่งเสริมความตระหนักรู้ด้านสิ่งแวดล้อมแก่นักเรียน



โรงเรียนวัดศรีคงคาราม มีนักเรียนเพียง 32 คน เป็นโรงเรียนขนาดเล็กที่เข้าถึงได้ยาก ต้องเดินทางกว่า 1 กิโลเมตร ในการลำเลียงวัสดุอุปกรณ์ ภารกิจครั้งนี้สะท้อนถึงความมุ่งมั่นของดิทโต้ ในการขับเคลื่อนสังคมผ่านการสนับสนุนด้านการศึกษาและสิ่งแวดล้อมอย่างต่อเนื่อง



### คณะทำงาน CSR

## Educational Development Initiatives

### Scholarships and Educational Supplies Program – National Children’s Day 2025

With an allocated budget of THB 40,000, the Company proposed awarding 40 scholarships valued at THB 500 each. Additionally, educational materials and sports equipment were provided to several institutions, including:

- Khlong Tamru Subdistrict Municipality Office
- Surao Hua Mak Noi School
- Saphan Sung Youth Center
- Story Cart Project for pediatric patients (Children’s Foundation)
- National Library of Thailand



### Donation of Decommissioned Assets

The Company donated decommissioned IT assets from its 2024 annual inventory to support educational institutions and government agencies. These resources enhance access to technology for teaching, learning, and skill development. Key contributions included:

- 4 desktop computers and 8 laptops donated to the Border Patrol Police Headquarters (Phaya Thai) on 23 July 2025
- 7 computers and 3 laptops donated to the Watthana Learning Promotion Center on 25 July 2025

This initiative reflects the Company’s commitment to advancing educational equity and reducing the digital divide.



#### CSR Scholarship Program (Year 4)

The Company awarded scholarships to 21 children of low-income employees under the “CSR Scholarship for Youth” program. Each scholarship was valued at THB 5,000, totaling THB 105,000, and was presented on 17 June 2025. This initiative underscores the Company’s dedication to supporting education as a cornerstone of sustainable human and social development.



## Ditto Stargazing Experience at Bangkok Planetarium (Year 4)

The Committee selected two underprivileged schools in Chachoengsao Province Phraphimon Senee School and Khlong Phanthong School to participate in an educational field trip to the Bangkok Planetarium.

The activity welcomed approximately 170 participants, including students, teachers, employees' families, and volunteers, on 21 August 2025. It aimed to broaden learning opportunities, promote experiential education, and inspire interest in science and technology.



## Ditto Reading Sharing Project (Year 4)

Three rural schools in Kanchanaburi Province were selected to receive book cabinets to promote literacy:

- Ban Huai Suea School
- Ban Thung Suea Thon School
- Border Patrol Police Learning Center Luang Prakob Nitisarn & Thanpuying Thawin

Delivered on 11 November 2025, this initiative supports equal access to education and fosters foundational reading skills essential for long-term development.



## Stock Exchange of Thailand Computer Project

The Company participated in the “Computers for Thai Children: Financial Literacy Initiative,” commemorating the 50th anniversary of the Stock Exchange of Thailand. A total of 20 computers were donated to support digital learning and financial literacy among youth, with delivery on 14 July 2025.



## Youth Golf Development Support – GENZ GOLF TOUR 2025

The Company supported the GENZ Golf Tour 2025, an international-standard youth golf tournament aimed at developing young athletes' skills and preparing them for global competition.

Beyond sports development, the initiative promotes discipline, sportsmanship, and career pathways in golf, while enhancing brand awareness among youth and families. The Company contributed THB 1,000,000 to support the program.



**Ditto มุ่งสนับสนุนศักยภาพ  
คนรุ่นใหม่ผ่านกีฬาอย่างยั่งยืน**

**Ditto สนับสนุนการแข่งขันกีฬาอล์ฟเยาวชน**  
บริษัท ดิทโต้ (ประเทศไทย) จำกัด (มหาชน) ร่วมกับบริษัท เดอะ เจ็นซ์ จำกัด  
จัดการแข่งขัน “Ditto Classic 2025 Super 6 Match Play”  
เมื่อวันที่ 7-8 มิ.ย. 2568 ณ สนามเขาใหญ่ คันทรี คลับ จ.นครราชสีมา

**โดยมีเป้าหมายหลัก เพื่อพัฒนา และผลักดัน**  
**ให้วงการกอล์ฟเยาวชนของไทยมีความยั่งยืนอย่างต่อเนื่อง**  
**สามารถพัฒนาไปสู่ความสำเร็จในระดับชาติ ต่อไปในอนาคต**

ทั้งนี้ได้รับเกียรติจาก  
**คุณประสงค์ สุดอำพัน (ประธานเจ้าหน้าที่บริหารด้านการตลาด)**  
**บริษัท ดิทโต้ (ประเทศไทย) จำกัด (มหาชน)**  
เป็นผู้มอบรางวัล และร่วมแสดงความยินดี



คณะกรรมการ CSR

## Sportswear Support for Students (Wachiratham Sathit School)

In response to a request from Wachiratham Sathit School, the Company allocated THB 10,000 to provide football kits for student athletes participating in futsal competitions under the Office of the Basic Education Commission.

This support encourages physical development, teamwork, and balanced growth alongside academic learning.



### Desk Calendar Donation Initiative

The Company collected 2025 desk calendars from all branches and donated them to the Thailand Association of the Blind under Royal Patronage. The calendars are repurposed into Braille learning materials, supporting equal access to information for the visually impaired at no additional cost.



คณะกรรมการ CSR ได้รวบรวมปฏิทินปีเก่า  
 ส่งไปยังสำนักงานเขตสะพานสูงเรียบร้อยแล้ว เพื่อส่งมอบต่อให้แก่  
**“มูลนิธิช่วยเหลือนักเรียนตาบอดแห่งประเทศไทยในพระบรมราชินูปถัมภ์”**  
 นำไปผลิตเป็นสื่ออักษรเบรลล์ให้กับผู้พิการทางสายตา  
 ขอขอบคุณทุกท่านที่ได้มีส่วนร่วมในกิจกรรมครั้งนี้

คณะทำงาน CSR

## Community Development and Social Support

### Blood Donation Campaign (Year-Round Initiative)

The Company continuously encouraged executives and employees to donate blood through CSR initiatives in collaboration with the Thai Red Cross Society, supporting national healthcare reserves and saving lives.

**บริษัทโลหิตกับ CSR**

เมื่อคลังสำรองต้องการโลหิต...หัวใจก็พร้อมส่งต่อ

คณะทำงานด้าน CSR พร้อมด้วยจิตอาสา ร่วมกิจกรรม **“บริษัทโลหิตกับ CSR”** ณ ศูนย์บริการโลหิตแห่งชาติ สภากาชาดไทย เมื่อวันที่ 25 กรกฎาคม ที่ผ่านมา เมื่อร่วมสมทบโลหิตสำรองสำหรับผู้ป่วยในพื้นที่ชายแดน รวมถึงผู้ที่ต้องการเลือดอย่างเร่งด่วน

ทุกหยดของโลหิต คือพลังแห่งชีวิต เราภูมิใจที่ได้ “ให้” และพร้อมจะ “แบ่งปัน” อย่างไม่สิ้นสุด

คณะทำงาน CSR

คณะทำงาน CSR

คณะทำงาน CSR

### Relief Support in Collaboration with “Doing Good Organization Foundation”

A budget of THB 50,000 was allocated to donate essential goods to soldiers and civilians affected by border conflicts along the Thailand–Cambodia border, demonstrating the Company’s commitment to social responsibility in times of crisis.



## ดิทโต้ ร่วมส่งต่อกำลังใจสู่ทหารกล้าชายแดน

เมื่อวันที่ 7 สิงหาคม 2568 ที่ผ่านมา ทีมงาน CSR ในนามตัวแทนผู้บริหาร และพนักงาน บริษัท ดิทโต้ (ประเทศไทย) จำกัด (มหาชน) ร่วมมอบสิ่งของอุปโภคบริโภค และของใช้จำเป็น ผ่านทางมูลนิธิธรรมาภิบาล มูลค่า 50,000 บาท เพื่อส่งต่อไปยังเหล่าทหารผู้ปฏิบัติหน้าที่ดูแลความมั่นคง และพี่น้องประชาชนบริเวณชายแดน

**“ดิทโต้ขอร่วมเป็นอีกหนึ่งแรงใจเล็ก ๆ ที่ยิ่งใหญ่ เพื่อเคียงข้างและยกย่องในความเสียสละของเหล่าทหารกล้า ผู้เป็นแนวหน้าในการพิทักษ์ผืนแผ่นดินไทย”**



กิจกรรมในครั้งนี้สะท้อนถึงเจตนารมณ์อันแน่วแน่ของบริษัทฯ ในการมีส่วนร่วมสนับสนุนและส่งเสริมขวัญกำลังใจแก่ผู้เสียสละทำหน้าที่อย่างเข้มแข็ง เพื่อปกป้องอธิปไตยและรักษาความสงบเรียบร้อยของประเทศอย่างเต็มกำลัง

### คณะทำงาน CSR

Financial aid totaling THB 105,000 was provided to seven employees affected by severe flooding in southern Thailand and other regions. This initiative reflects the Company's commitment to employee welfare and support during emergencies.



## โครงการช่วยเหลือพนักงานประสบอุทกภัย

เมื่อวันที่ 5 ธันวาคม 2568 **คุณภรภานต์ รัตนกุลพร** ประธานคณะกรรมการ CSR เป็นตัวแทนผู้บริหารมอบเงินช่วยเหลือแก่เพื่อนพนักงาน โดยคณะกรรมการ CSR ได้มีการร่วมกันพิจารณาผลกระทบตามระดับความเสียหาย ในที่พักอาศัยของพนักงาน และแบ่งระดับความเสียหายออกเป็น 3 ระดับ เพื่อมอบเงินช่วยเหลือเยียวยาแก่ผู้ที่ได้รับผลกระทบจากอุทกภัย จำนวน 7 ราย **มูลค่ารวม 105,000 บาท** เพื่อเป็นการช่วยเหลือ และบรรเทาความเดือดร้อนในเบื้องต้น บริษัทขอเป็นกำลังใจให้เพื่อนพนักงานทุกคนสามารถผ่านพ้นวิกฤตินี้ไปด้วยกัน

**คณะกรรมการ CSR**

### Flood Relief Donation – Thai Red Cross Society

The Company contributed THB 50,000 to support flood victims in southern Thailand through the Thai Red Cross Society, reinforcing community resilience and recovery.

### Essential Goods Donation for Flood Relief

An additional THB 50,763 was allocated for essential supplies distributed through the Thai Red Cross Society's Relief and Community Health Bureau to assist flood-affected communities.



These initiatives collectively reflect the Company’s strong commitment to Corporate Social Responsibility (CSR), focusing on sustainable environmental stewardship, educational development, and community well-being, while creating long-term shared value for society.

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

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

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations cases	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	N/A	N/A	0

## 4. Management Discussion and Analysis (MD&A)

### 4.1 Operation, financial condition and material changes

#### Operational overview

#### Ditto (Thailand) Public Company Limited and its subsidiary Management Discussion and Analysis for the Year 2025

#### Executive Summary

##### Overview summary

DITTO (Thailand) Public Company limited and its subsidiary (“The Company and its subsidiary” or “DITTO”) continue to focus on enhancing their business capabilities and advancing toward becoming a Total Digital Solution Provider. Emphasis is placed on integrating Data Management and Cyber Security, which constitute critical infrastructure for enterprises and government agencies in the digital era. This approach strengthens digital system resilience, mitigates information technology risks, and enhances digital governance key factors supporting long-term competitiveness and sustainability.

The Company and its subsidiary have strengthened their capabilities in Cyber Security and Digital Platforms through strategic investments and partnerships, delivering end-to-end services from system design and risk management to cybersecurity threat monitoring. These initiatives address rising cyber risks, evolving personal data protection regulations, and heightened stakeholder expectations for transparency. At the same time, the Company and its subsidiary have expanded their role in developing digital projects to support public sector services and enhance citizens’ access to government services, creating social value while reducing environmental impacts associated with unnecessary resource consumption.

Additionally, the Company and its subsidiary have developed solutions for digital transformation, data management, and Data Governance & Security to support clients in their transition toward becoming Data-Driven Organizations. These efforts focus on enhancing data quality, accuracy, and security to enable advanced analytics and effective decision-making, in alignment with organizational trends emphasizing efficiency and sustainability.

As a result of these strategies, the Company and its subsidiary delivered strong performance in 2025, achieving robust growth in both revenue and net profit. This reflects operational efficiency, disciplined cost management, and the Company’s ability to manage risks while capitalizing on ESG-related opportunities to create sustainable long-term value for shareholders and stakeholders.

#### Significant Events in FY2025 and event after the reporting period

##### Contracts and Agreement signing

- **The Company and its subsidiary, signed a cooperation agreement with V Ventures Technologies Company Limited (VVT), a subsidiary of Thoresen Thai Agencies Public Company Limited (TTA), on March 21, 2025, to jointly implement the "Mangrove Reforestation for Blue Carbon Credit Project. "The project aims to reduce greenhouse gas emissions, a major cause of global warming and climate change. The project will be carried out in the mangrove forest area of Klaeng District, Rayong Province. TTA and DITTO have jointly designated a total project area of 740 rai, with the goal of maximizing the area’s potential to reduce greenhouse gas emissions. It is estimated that the project can reduce or sequester approximately 34,785 tons of carbon dioxide equivalent over a five-year period, based on Thailand’s voluntary greenhouse gas reduction program standard (T-VER).**

##### Capital Increase of Subsidiary

- **According to the resolution of the Board of Directors’ Meeting held on May 15, 2025, the Board approved a capital increase in Siam TC Technology Co., Ltd., a subsidiary of the Company, in the amount of 80.00 million**

baht. This raises the registered capital from 20.00 million baht to 100.00 million baht through the issuance of 800,000 new ordinary shares at a par value of 100 baht per share. The newly issued shares will be allocated to the existing shareholders of the subsidiary in proportion to their shareholding.

#### **Investment and Expansion in new businesses**

- **The investment in the newly issued ordinary shares of Growpro Consulting and Services Co., Ltd. (“Growpro”),** was approved by the Board of Directors’ meeting on August 14, 2025. The approval authorized an investment in Growpro’s newly issued ordinary shares, representing 35% of its paid-up registered capital after the investment. On October 16, 2025, the Company made the first installment payment for the said investment, equivalent to 10% of the total ordinary shares after the capital increase.

#### **Dividend payment**

- **On February 26, 2026, the Board of Directors’ Meeting resolved to approve the proposal of a dividend payment from the Company’s operating results for FY2025, subject to approval by the Annual General Meeting of Shareholder for 2026.** The Company proposed a total dividend payment of THB 0.50 per share, representing a total amount not exceeding THB 346,956,799.50. This includes an interim dividend payment of THB 0.25 per share for 693,913,599 shares, totaling not more than THB 173,478,399.75, which was paid on September 12, 2025. The remaining dividend payment for this round is THB 0.25 per share for 693,913,599 shares, amounting to not more than THB 173,478,399.75.

#### **Analysis on the operation and financial condition**

##### **Operating results and profitability**

##### **FY 2025 Financial Performance Overview**

**"In 2025, the Company and its subsidiary achieved an All Time High in both revenue and net profit."** The Company and its subsidiary recorded historic highs in revenue and net profit, driven by the expansion of the technology engineering project of the government sector, along with the continued growth of the data and document management solutions, and cyber security system business, which expanded their customer base across both public and private sectors. This performance reflects strong confidence in the capabilities and expertise of the Company and its subsidiary in delivering value-added digital solutions. The Company and its subsidiary continue to pursue strategic investments and create synergies with business partners to strengthen the value chain and enhance competitive capabilities. At the same time, the Company focused on upgrading digital infrastructure to ensure greater resilience, modernity, and efficiency, as well as reinforcing comprehensive data management capabilities to support integration between public and private sectors. These efforts lay a solid foundation for sustainable long-term growth.

The operating results of the Company and its subsidiary for the year 2025 and for the three-month periods ended 31 December 2025 as shown in the following detail:

Operating result	3-Months		Change		Year		Change	
	Q4'25	Q4'24	MB	%	2025	2024	MB	%
Revenue from sales and services	737.52	603.57	133.95	22%	3,169.01	2,432.25	736.76	30%
Cost of sales and services	(561.35)	(469.83)	(91.52)	19%	(2,332.85)	(1,772.53)	(560.32)	32%
<b>Gross profit</b>	<b>176.17</b>	<b>133.74</b>	<b>42.43</b>	<b>32%</b>	<b>836.16</b>	<b>659.72</b>	<b>176.44</b>	<b>27%</b>
	24%	22%			26%	27%		
Other income	0.44	(0.13)	0.57	(450%)	1.14	1.59	(0.45)	(28%)
Selling expenses	(7.07)	(9.86)	2.79	(28%)	(31.97)	(35.04)	3.07	(9%)
Administrative expenses	(46.89)	(32.25)	(14.64)	45%	(153.37)	(128.35)	(25.02)	19%
<b>Profit from Operations</b>	<b>122.65</b>	<b>91.50</b>	<b>31.15</b>	<b>34%</b>	<b>651.96</b>	<b>497.92</b>	<b>154.04</b>	<b>31%</b>
Finance income	0.34	0.58	(0.24)	(41%)	1.85	1.00	0.85	85%
Share of profit from investment in associates and joint ventures	9.89	15.54	(5.65)	(36%)	61.03	47.66	13.37	28%
Dividend income	-	-	-	N/A	16.65	6.23	10.42	167%
Gain from disposal and revaluation on short-term investments	0.68	2.29	(1.61)	(70%)	3.85	10.81	(6.96)	(64%)
Finance costs	(0.93)	(1.59)	0.66	(42%)	(5.41)	(5.37)	(0.04)	1%
<b>Profit before income tax</b>	<b>132.63</b>	<b>108.32</b>	<b>24.31</b>	<b>22%</b>	<b>729.93</b>	<b>558.25</b>	<b>171.68</b>	<b>31%</b>
Tax expense	(24.79)	(18.16)	(6.63)	37%	(130.68)	(99.95)	(30.73)	31%
<b>Net Profit</b>	<b>107.84</b>	<b>90.16</b>	<b>17.68</b>	<b>20%</b>	<b>599.25</b>	<b>458.30</b>	<b>140.95</b>	<b>31%</b>
<b>Basic earnings per share (THB)</b>	<b>0.15</b>	<b>0.13</b>			<b>0.86</b>	<b>0.66</b>		
	15%	15%			19%	19%		

## Net profit

For the year 2025, the Company and its subsidiary had Net Profit of 599.25 million Baht, increased by 140.95 million Baht compared to the previous year, which was a 31% increase, reflecting the strong growth potential of its business segments and their ability to generate sustainable and consistent income, this profit growth was primarily driven by the revenues of the technology engineering project of the government sector and from the revenues of the distribution and provision of data and document management solutions, and cyber security system business in which the Company and its subsidiary has expanded the services to government and private sectors. As a result, total revenues from sales and services for the year 2025 amounted to 3,169.01 million Baht, increased by 736.76 million Baht compared to the previous year, which was a 30% increase. Additionally, the Company and its subsidiary recognized a share of profit from the investment in associates and joint ventures amounting to 61.03 million Baht, increased by 13.37 million Baht compared to the previous year, which was an 28% increase. This reflects the Company's effective investment management and the strength of its strategic business partnerships.

For the year 2025, The Company and its subsidiary had a Basic earnings per share of 0.86 Baht, increased by 0.19 Baht compared to the previous year. Meanwhile, the Company and its subsidiary had a gross profit margin at 27% and a net profit margin at 19%, reflecting its ability to sustain consistent profit growth. This growth was driven by its core businesses: the distribution and provision of data and document management solutions, and cyber security system business and the technology engineering projects of government sector business.

### **Revenue from sales and services**

For the year 2025, the Company and its subsidiary generated total revenues from sales and services of 3,169.01 million Baht, increased by 736.76 million Baht compared to the previous year, which was a 30% increase, mainly from the increase in revenues as follows:

#### **Revenues from the Distribution and Provision of data and document management solutions, and cyber security system business**

The Company continues to expand its service offerings in "Digital Transformation", with a focus on modernizing and enhancing end-to-end business processes to improve efficiency and meet evolving customer needs in the digital era. Key technologies adopted include Document Management Systems (DMS), Robotic Process Automation (RPA), and Business Process Outsourcing (BPO), which collectively support the reduction of operational errors, increase productivity, and enable a seamless transition toward fully digital operations. Key projects include the Digital Title Deeds for Online Registration, which enhances convenience in land information searches and improves the accuracy, accessibility, and speed of public services at land offices; and the Procurement Contract for Server Equipment and System Usage Rights for the Electronic Filing System (e-Filing System), which enhances the capability and efficiency of the process for filing and submitting pleadings and documents electronically. This improvement enables the public to access the judicial process more quickly and conveniently. These projects reinforce the Company's contribution to improving government services, enhancing operational transparency, reducing paper consumption, and facilitating broader and more equitable access to government and judicial processes. The performance in these areas reflects the Company's role in creating sustainable value across ESG dimensions - particularly by supporting the development of national digital infrastructure, improving public service efficiency, and fostering responsible long-term business growth aligned with social and environmental considerations.

#### **Revenue from the Technology Engineering Projects**

The Company and its subsidiary continued to show strong growth, particularly through projects with the government sector. This reflects the Company and its subsidiary's strategic focus on enhancing capabilities in "Smart Engineering Solutions" which support sustainable infrastructure development and resource management. The Company and its subsidiary are expanding its technology engineering operations through two key types of projects:

1. **Engineering Projects for Learning and Natural Resource Conservation**, these involve the design and enhancement of museums, aquariums, nature learning centers, and natural resource research facilities, with a focus on integrating technology to improve scientific data presentation and collection efficiency.
2. **Intelligent Water Management Projects**, these include the deployment of early warning systems, the repair and upgrade of automated remote water monitoring systems, and flood and landslide alert systems. The emphasis is on leveraging real-time monitoring and data analysis technologies to improve disaster risk management with greater accuracy and responsiveness.

These developments demonstrate the Company and its subsidiary's vision to become a leading provider of engineering and technology solutions that drive national development through sustainability and innovation.

### **Share of profit from investment in associates and joint ventures**

For the year 2025, the Company and its subsidiary recognized a share of profit from the investment in associates and joint ventures amounting to 61.03 million Baht, increased by 13.37 million Baht compared to the previous year, which was an 28% increase, mainly due to a share of profit from NETBAY Public Company Limited amounting to 66.12 million Baht.

### Dividend Income

The Company and its subsidiary received dividend from investment in Somapa Information Technology Public Company Limited, which is paid a dividend from the operating results for the year ended 2024. The Company and its subsidiary recognized dividend income in which the Company holds 18% equity stake, with a dividend received at the amount of 15.84 million Baht.

### Selling Expenses

Most of the Company and its subsidiary's selling expenses consisted of salary, commission fee, advertisement fee, promotion fee, and other expenses. For the year 2025, the Company and its subsidiary recognized selling expenses amounting to 31.97 million Baht, decreased by 3.07 million Baht compared to the previous year, which was a 9% decrease.

### Administrative Expenses

Major administrative expenses consisted of salary and welfares, depreciation, rental expenses, office expenses, and utility expenses. For the year 2025, the Company and its subsidiary recognized administrative expenses amounting to 153.37 million Baht, increased by 25.02 million Baht compared to the previous year, which was a 19% increase. The increase was primarily due to higher employee-related expenses in line with business expansion.

### Backlog

As of 31 December 2025, the Company and its subsidiary had received purchase order or had signed contract with customers which haven't been delivered as follow:

- Signed project yet to realize revenues valued at 3,179.39 million Baht (exclude provision of printers and sales of goods)

### Update of Significant Project

- **The Subsidiary have entered into the Mangroves Reforestation for Carbon Credit Project** with the Department of Marine and Coastal Resources in which the Subsidiary currently participates in total allocated areas for mangrove reforestation of 175,196.05 Rai, which can be categorized into two types of projects as follows:
  1. Mangroves Reforestation for Carbon Credit Project where the Subsidiary is allocated 10,958.76 Rai of land with project period of 30 years; and on 20 January 2023, the Subsidiary has partnered with non-related company to manage another 9,399.27 Rai, the total allocated areas for mangrove reforestation was 20,358.03 Rai and
  2. 2) Mangroves Reforestation for Carbon Credit with community project year 2023 with the Department of Marine and Coastal Resources where the Subsidiary is allocated 154,838.02 Rai from 93 communities with project period of 30 years.

Beyond the benefits of receiving carbon credits, these projects help support, develop, and take responsibility for local communities, society, and the environment. The projects also incorporate technology to enhance forest management and ensure ecological richness, while fostering collaboration with local communities in conservation efforts. By leveraging nature-based solutions, the projects contribute to long-term climate change mitigation.

Mangrove forests play a crucial role as effective **carbon sinks**, absorbing and storing carbon, while also helping restore and maintain the balance and sustainability of marine ecosystems. These efforts further contribute to the revitalization and preservation of Thailand's coastal environments.

- **The Subsidiary is in the process of preparing to issue and offer digital tokens (Initial Coin Offering: ICO)** with a total offering value not exceeding 480 million Baht. The proceed from offering will be used for expenses associated with the mangrove reforestation project, such as the cost of planting saplings, maintenance of the mangrove forests throughout the life of the Digital Token Project, fees related to issuance and offering of tokens, and repayment of any fundraising-related debts (if any). Additionally, it will be reserve as the Company's working capital for management of the mangrove reforestation project. Token holders will have the right to receive returns based on the net proceed from sales of carbon credit. The offering has already been approved by the Securities and Exchange Commission (SEC) for public distribution.

## Asset management capability

- **Financial position**

Financial position	As of 31 December 2025		As of 31 December 2024		Change	
	MB	%	MB	%	MB	%
Assets	4,933.82	100%	4,660.69	100%	273.13	6%
Liabilities	1,129.61	23%	1,101.48	24%	28.13	3%
Shareholders' equity	3,804.21	77%	3,559.21	76%	245.00	7%

### Assets

As of 31 December 2025, and 2024, the company and its subsidiary had total assets of 4,933.82 million Baht and 4,660.69 million Baht respectively. Whilst at the end of 2025, the Company and its subsidiary's total assets increased by 273.13 million Baht from the previous year, which was 6% increase. The increase was mainly due to cash and cash equivalents amounting to 164.50 million Baht, resulting from collections of trade and other receivables, as well as an increase in other current assets, specifically advance payments for project work, amounting to 279.80 million Baht

### Liabilities

As of 31 December 2025, and 2024, the Company and its subsidiary had total liabilities of 1,129.61 million Baht and 1,101.48 million Baht respectively. At the end of 2025, the Company and its subsidiary's total liabilities increased by 28.13 million Baht from the previous year, which was 3% increase. The majority of the Company and its subsidiary's total liabilities consisted of advance received and trade and other payables. The increase in total liabilities during the year was mainly due to an increase in trade and other payables amounting to 47.44 million Baht, and an increase in short-term loans from financial institutions totaling 42.55 million Baht, arising from the utilization of promissory notes to support short-term working capital requirements for specific projects. These promissory notes have short-term maturities, resulting in low interest burden and no material long-term impact on the capital structure of the Company and its subsidiary. Meanwhile, advances received decreased by 70.34 million Baht, reflecting the recognition of revenue based on project progress and the delivery of work to customers in accordance with project planned.

### Shareholders' equity

As of 31 December 2025 and 2024, the Company and its subsidiary had total shareholders' equity of 3,804.21 million Baht and 3,559.21 million Baht respectively. The shareholders' equity increased by 245.00 million Baht from the previous year, which was 7% increase, mainly due to the followings:

1. Operating results for the year 2025 at 599.25million Baht.
2. Dividend payment total of 346.84 million Baht.
3. Realizing loss from investment in BlueVenture Group Public Company Limited with fair value through other comprehensive income (FVOCI) at 7.52 million Baht.

## **Liquidity and capital adequacy**

### **Cash Flow**

In 2025, cash flow from operations was 459,784,031 Baht, an increase of 445,361,121 Baht compared to 2024.

Cash flow from investing activities was 27,204,638 Baht, a decrease of 98,262,514 Baht compared to 2024.

This resulted in a net cash flow increase of 224,799,957 Baht, leading to a cash balance of 260,957,962 Baht at the end of December 2025.

### **Liquidity Ratio**

In 2025, the company had a liquidity ratio (Current ratio) of 2.36 times, compared to 2.29 in 2024. The company has sufficient cash flow from operations to meet its financial obligations and manage liquidity.

### **Issuance of debt securities with an obligation to maintain financial ratios**

Is there an issuance of debt securities with an obligation : No

to maintain financial ratios?

## 4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

### Significant factors or incidents that may materially affect the future financial condition or the operating results

The company focuses on driving sustainable growth through its strategy of becoming a leader in Digital & Green Transformation. It has considered and assessed key factors that may impact its operational direction and financial position in the future. The key points are summarized as follows:

#### 1. Technology Disruption and Business Model Adaptation

Rapid technological advancements and ongoing innovation continue to exert direct impacts on traditional business models (Legacy Businesses), particularly the structural shift toward paperless operations across both public and private sectors.

- **Strategic Opportunity:** The Company has transformed this challenge into an opportunity by evolving its business model from conventional hardware distribution and document management services toward the development of digital platforms, big data management systems, and value-added solutions. These offerings have strong potential to generate recurring revenue streams and support improved profitability margins over the long term.

#### 2. Cost Management and Specialized Talent

The implementation of large-scale technology and engineering projects, particularly in the public sector, presents challenges due to reliance on highly specialized personnel and fluctuations in operating costs.

- **Management Approach:** Leveraging its extensive project management expertise and strong partnerships with strategic business allies, the Company effectively manages and controls project costs. In parallel, it continuously invests in upskilling and reskilling its workforce to enhance competitiveness and ensure consistent delivery of high-quality solutions, thereby reinforcing client confidence.

#### 3. Expansion into Climate & Green Technology

Expansion into climate technology represents a key strategic opportunity aligned with global ESG trends. The company has initiated mangrove reforestation projects for carbon credit generation, integrating digital technology for systematic monitoring, measurement, and reporting.

- **Financial Innovation:** The company is in the process of issuing investment tokens as a new fundraising channel. This will support the expansion of environmental projects, enhance scalability, and create new revenue models aligned with the future low-carbon economy.

#### 4. Revenue Dependence on Project Budgets and Recurring Revenue Strategy

The company's business model may be affected by uncertainties in government budget cycles and economic conditions influencing large project investments.

- **Management Strategy:** To mitigate this volatility, the company is restructuring its revenue model toward recurring income by expanding maintenance service agreements and providing software services in the form of government platforms.
- **Strategic Goal:** Increasing the proportion of recurring revenue will help ensure stable cash flow, reduce reliance on annual government budgets, and establish a strong financial foundation for long-term sustainable growth.

### 4.3 Information from financial statements and significant financial ratios

#### Information from financial statements

##### Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Assets</b>			
Cash And Cash Equivalents (ThousandTHB)	156,750.97	96,454.49	260,957.96
Short-Term Investments - Net (ThousandTHB)	509,281.58	221,069.61	215,321.20
Trade And Other Receivables - Current - Net (ThousandTHB)	630,078.94	466,133.71	392,632.12
Inventories - Net (ThousandTHB)	51,308.85	50,343.82	80,823.86
Contract Assets - Current (ThousandTHB)	469,097.86	1,181,810.46	1,105,651.74
Other Current Assets (ThousandTHB)	191,308.14	267,798.83	477,880.03
Other Current Assets - Others (ThousandTHB)	191,308.14	267,798.83	477,880.03
<b>Total Current Assets</b> (ThousandTHB)	2,007,826.34	2,373,953.04	2,533,266.91

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Restricted Deposits - Non-Current (ThousandTHB)	65,682.03	65,881.44	98,275.30
Long-Term Investments - Net (ThousandTHB)	908,570.26	890,770.26	897,370.26
Investment In Equity Instruments Measured At Fair Value Through Other Comprehensive Income (ThousandTHB)	908,570.26	890,770.26	897,370.26
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net (ThousandTHB)	9,446.78	843,142.19	824,711.27
Investment In Associates (ThousandTHB)	-	834,304.67	820,964.73
Investment In Joint Ventures (ThousandTHB)	-	8,837.52	3,746.54
Other Non-Current Financial Assets (ThousandTHB)	2,515.50	7,546.50	16,317.93
Retentions (ThousandTHB)	2,515.50	7,546.50	16,317.93
Biological Assets - Non-Current (ThousandTHB)	104,927.72	204,786.85	267,866.07

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Property, Plant And Equipment - Net (ThousandTHB)	124,454.38	139,209.62	164,331.55
Right-Of-Use Assets - Net (ThousandTHB)	51,619.05	49,680.31	53,628.71
Intangible Assets - Net (ThousandTHB)	18,808.76	14,669.32	9,422.55
Intangible Assets - Others (ThousandTHB)	18,808.76	14,669.32	9,422.55
Deferred Tax Assets (ThousandTHB)	4,632.06	9,466.14	12,955.80
Other Non-Current Assets (ThousandTHB)	37,635.64	61,585.22	55,674.66
Other Non-Current Assets - Others (ThousandTHB)	37,635.64	61,585.22	55,674.66
<b>Total Non-Current Assets</b> (ThousandTHB)	1,328,292.17	2,286,737.85	2,400,554.09
<b>Total Assets</b> (ThousandTHB)	3,336,118.51	4,660,690.89	4,933,821.00
<b>Liabilities</b>			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions (ThousandTHB)	5,184.71	-	42,550.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Trade And Other Payables - Current (ThousandTHB)	226,969.08	350,035.63	397,477.39
Current Portion Of Long- Term Debts (ThousandTHB)	14,002.08	14,097.07	11,926.42
Current Portion Of Long- Term Debts - Others (ThousandTHB)	14,002.08	14,097.07	11,926.42
Contract Liabilities And Unearned Rental Income - Current (ThousandTHB)	508,642.84	531,647.34	465,851.95
Deferred Revenue - Others (ThousandTHB)	508,642.84	531,647.34	465,851.95
Provisions For Employee Benefit Obligations - Current (ThousandTHB)	191.82	52.85	2,269.21
Short-Term Provisions (ThousandTHB)	5,893.76	6,482.87	11,310.30
Income Tax Payable (ThousandTHB)	25,613.09	44,695.10	54,160.11
Other Current Liabilities (ThousandTHB)	40,840.27	91,060.11	86,932.75
<b>Total Current Liabilities</b> (ThousandTHB)	<b>827,337.64</b>	<b>1,038,070.96</b>	<b>1,072,478.12</b>

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Non-Current Portion Of Lease Liabilities (ThousandTHB)	11,155.55	15,674.26	17,867.84
Other Non-Current Financial Liabilities (ThousandTHB)	3,530.10	3,176.98	6,559.19
Deposits (ThousandTHB)	3,530.10	3,176.98	6,559.19
Contract Liabilities And Unearned Rental Income - Non-Current (ThousandTHB)	19,555.13	25,585.01	12,478.85
Deferred Revenue - Others (ThousandTHB)	19,555.13	25,585.01	12,478.85
Provisions For Employee Benefit Obligations - Non- Current (ThousandTHB)	11,784.21	17,822.92	17,891.88
Other Non-Current Liabilities (ThousandTHB)	131.51	1,155.50	2,339.43
<b>Total Non-Current Liabilities</b> (ThousandTHB)	46,156.49	63,414.68	57,137.19
<b>Total Liabilities</b> (ThousandTHB)	873,494.13	1,101,485.64	1,129,615.32
<b>Shareholders' equity</b>			

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Authorised Share Capital (ThousandTHB)	330,356.80	346,956.80	346,956.80
Authorised Ordinary Shares (ThousandTHB)	330,356.80	346,956.80	346,956.80
Issued And Paid-Up Share Capital (ThousandTHB)	330,356.80	346,956.80	346,956.80
Paid-Up Ordinary Shares (ThousandTHB)	330,356.80	346,956.80	346,956.80
Premium (Discount) On Share Capital (ThousandTHB)	1,395,081.19	2,207,817.19	2,207,817.22
Premium (Discount) On Ordinary Shares (ThousandTHB)	1,395,081.19	2,207,817.19	2,207,817.22
Retained Earnings (Deficits) (ThousandTHB)	729,992.17	1,011,474.76	1,263,991.58
Retained Earnings - Appropriated (ThousandTHB)	33,035.68	39,967.89	39,967.89
Legal And Statutory Reserves (ThousandTHB)	33,035.68	39,967.89	39,967.89
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	696,956.49	971,506.87	1,224,023.69

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Components Of Equity (ThousandTHB)	7,190.53	(7,049.47)	(14,569.47)
Surplus (Deficits) (ThousandTHB)	7,190.53	2,470.53	2,470.53
Surplus (Deficits) From Business Combinations Under Common Control (ThousandTHB)	2,470.53	2,470.53	2,470.53
Other Components Of Equity - Others (ThousandTHB)	-	(9,520.00)	(17,040.00)
<b>Equity Attributable To Owners Of The Parent</b> (ThousandTHB)	2,462,620.69	3,559,199.28	3,804,196.14
Non-Controlling Interests (ThousandTHB)	3.69	5.97	9.55
<b>Total Equity</b> (ThousandTHB)	2,462,624.38	3,559,205.25	3,804,205.68
<b>Total Liabilities And Equity</b> (ThousandTHB)	3,336,118.51	4,660,690.89	4,933,821.00

## Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Statement of Comprehensive Income</b>			
Revenue From Operations (ThousandTHB)	1,816,508.94	2,432,255.36	3,169,010.43
Revenue From Sales And Rendering Services (ThousandTHB)	1,816,508.94	2,432,255.36	3,169,010.43
Interest And Dividend Income (ThousandTHB)	11,120.72	7,225.87	18,497.03
Interest Income (ThousandTHB)	1,450.72	995.87	1,847.03
Dividend Income (ThousandTHB)	9,670.00	6,230.00	16,650.00
Other Income (ThousandTHB)	2,351.75	1,588.76	1,133.08
<b>Total Revenue</b> (ThousandTHB)	1,829,981.40	2,441,069.99	3,188,640.54
Costs (ThousandTHB)	1,274,768.43	1,772,532.27	2,332,846.96
Selling And Administrative Expenses (ThousandTHB)	141,846.82	163,393.69	185,340.32

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Selling Expenses (ThousandTHB)	29,580.26	35,040.78	31,968.97
Administrative Expenses (ThousandTHB)	112,266.57	128,352.92	153,371.36
<b>Total Cost And Expenses</b> (ThousandTHB)	1,416,615.25	1,935,925.96	2,518,187.28
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method (ThousandTHB)	(1,531.05)	47,659.18	61,028.61
Other Gains (Losses) (ThousandTHB)	6,226.76	10,813.17	3,853.64
Gains (Losses) From Financial Instruments Measured At Fair Value Through Profit Or Loss (ThousandTHB)	6,226.76	10,813.17	3,853.64
<b>Profit (Loss) Before Finance Costs And Income Tax Expense</b> (ThousandTHB)	418,061.86	563,616.38	735,335.50
Finance Costs (ThousandTHB)	2,748.19	5,370.97	5,410.31
Income Tax Expense (ThousandTHB)	80,218.26	99,950.10	130,674.35

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Profit (Loss) For The Period From Continuing Operations</b> (ThousandTHB)	335,095.41	458,295.31	599,250.84
<b>Net Profit (Loss) For The Period</b> (ThousandTHB)	335,095.41	458,295.31	599,250.84
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	335,095.41	458,295.31	599,250.84
Share Of Other Comprehensive Income (Expense) From Subsidiaries, Associates And Joint Ventures Accounted For Using The Equity Method That Will Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	-	42.08	181.10
Gains (Losses) On Remeasuring Investment In Equity Instruments Measured At Fair Value Through Other Comprehensive Income (ThousandTHB)	5,900.00	(17,800.00)	(9,400.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Share Of Other Comprehensive Income (Expense) From Subsidiaries, Associates And Joint Ventures Accounted For Using The Equity Method That Will Not Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	-	(368.90)	(77.61)
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	(1,180.00)	4,319.87	1,880.00
<b>Other Comprehensive Income (Expense) - Net Of Tax</b> (ThousandTHB)	4,720.00	(17,606.31)	(7,416.51)
<b>Total Comprehensive Income (Expense) For The Period</b> (ThousandTHB)	339,815.41	440,689.01	591,834.33
Net Profit (Loss) Attributable To : Owners Of The Parent (ThousandTHB)	335,093.68	458,293.03	599,248.06
Net Profit (Loss) Attributable To : Non-Controlling Interests (ThousandTHB)	1.74	2.28	2.78

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB)	339,813.68	440,686.74	591,831.55
Total Comprehensive Income (Expense) Attributable To : Non-Controlling Interests (ThousandTHB)	1.74	2.27	2.78
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b> (ThousandTHB)	0.51695	0.66497	0.86358
EBITDA (ThousandTHB)	467,308.49	609,984.83	779,761.43
Operating Profit (ThousandTHB)	399,893.69	496,329.40	650,823.15
Normalize Profit (ThousandTHB)	328,868.65	447,482.14	595,397.20

## Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Cash flow statement</b>			
Net Profit (Loss) Attributable To Owners Of The Parent For The Period (ThousandTHB)	335,095.41	458,295.31	599,250.84
Depreciation And Amortisation (ThousandTHB)	49,246.63	46,368.44	44,425.93
(Reversal Of) Expected Credit Losses (ThousandTHB)	(60.00)	(242.16)	0.18
Share Of (Profit) Loss From Investments Accounted For Using The Equity Method (ThousandTHB)	1,531.05	(47,659.18)	(61,028.61)
(Gains) Losses On Foreign Currency Exchange (ThousandTHB)	31.04	6.46	(7.27)
(Gains) Losses On Fair Value Adjustments Of Investments (ThousandTHB)	(6,226.76)	(10,813.17)	(3,853.64)
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	(34.00)	(47.19)	(335.68)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
(Gains) Losses On Disposal Of Fixed Assets (ThousandTHB)	(34.00)	(47.19)	(335.68)
(Reversal Of) Impairment Loss Of Fixed Assets (ThousandTHB)	60.71	253.80	542.94
Dividend And Interest Income (ThousandTHB)	(11,120.72)	(7,225.87)	(18,497.03)
Dividend Income (ThousandTHB)	(9,670.00)	(6,230.00)	(16,650.00)
Interest Income (ThousandTHB)	(1,450.72)	(995.87)	(1,847.03)
Finance Costs (ThousandTHB)	1,435.81	3,357.01	3,502.39
Income Tax Expense (ThousandTHB)	80,218.26	99,950.10	130,674.35
<b>Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities</b> (ThousandTHB)	450,177.44	542,243.56	694,674.41
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	(363,255.19)	164,197.58	73,477.92

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
(Increase) Decrease In Inventories (ThousandTHB)	6,448.15	1,194.47	(37,217.69)
(Increase) Decrease In Other Operating Assets (ThousandTHB)	(345,700.24)	(818,183.87)	(129,624.34)
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	51,091.03	123,095.42	51,646.99
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	1,470.15	2,100.39	2,165.99
Increase (Decrease) In Provisions (ThousandTHB)	1,146.77	589.11	4,827.42
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	427,793.33	79,925.11	(79,560.31)
<b>Cash Generated From (Used In) Operations</b> (ThousandTHB)	229,171.44	95,161.77	580,390.39
Interest Received (ThousandTHB)	1,548.29	643.55	2,212.64
Income Tax (Paid) Received (ThousandTHB)	(84,274.70)	(81,382.41)	(122,819.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Net Cash From (Used In) Operating Activities</b> (ThousandTHB)	146,445.03	14,422.91	459,784.03
(Increase) Decrease In Short-Term Investments (ThousandTHB)	(552,728.40)	299,025.14	9,602.05
Purchase Of Investments (ThousandTHB)	(41,910.26)	-	(16,000.00)
Proceeds From Disposal Of Investment In Subsidiaries, Associates And Joint Ventures (ThousandTHB)	-	-	1,002.18
Payment For Purchase Of Investment In Subsidiaries, Associates And Joint Ventures (ThousandTHB)	(10,374.99)	(1,762.40)	(87.50)
Loan Receivables Repayment Received (ThousandTHB)	-	-	90,000.00
Short-Term Loan Receivables Repayment Received (ThousandTHB)	-	-	90,000.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Short-Term Loan Receivables Repayment Received - Related Parties (ThousandTHB)	-	-	90,000.00
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	38.46	357.46	1,318.56
Property, Plant And Equipment (ThousandTHB)	38.46	357.46	1,318.56
Payment For Purchase Of Fixed Assets (ThousandTHB)	(16,812.36)	(33,059.86)	(54,374.66)
Property, Plant And Equipment (ThousandTHB)	(13,482.47)	(32,022.22)	(54,274.18)
Intangible Assets (ThousandTHB)	(3,329.89)	(1,037.64)	(100.49)
(Increase) Decrease In Restricted Deposits (ThousandTHB)	(8,780.78)	(199.41)	(32,393.86)
Dividend Received (ThousandTHB)	9,670.00	50,965.34	95,299.14
Other Items (Investing Activities) (ThousandTHB)	-	(99,859.13)	(67,161.27)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Net Cash From (Used In) Investing Activities</b> (ThousandTHB)	(217,826.05)	125,467.15	27,204.64
Increase (Decrease) In Bank Overdrafts And Short-Term Borrowings - Financial Institutions (ThousandTHB)	4,826.26	(5,184.71)	42,550.00
Repayments On Lease Liabilities (ThousandTHB)	(11,653.02)	(18,165.36)	(15,799.06)
Proceeds From Share Subscription Received In Advance (ThousandTHB)	-	-	0.03
Dividend Paid (ThousandTHB)	(5,866.52)	(173,444.14)	(345,737.21)
Interest Paid (ThousandTHB)	(1,399.80)	(3,392.34)	(3,498.96)
<b>Net Cash From (Used In) Financing Activities</b> (ThousandTHB)	(14,093.08)	(200,186.55)	(322,485.20)
<b>Net Increase (Decrease) In Cash And Cash Equivalent</b> (ThousandTHB)	(85,474.10)	(60,296.48)	164,503.47
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	242,225.07	156,750.97	96,454.49

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Cash And Cash Equivalents, Ending Balance</b> <small>(ThousandTHB)</small>	156,750.97	96,454.49	260,957.96

#### Key financial ratios

	2023	2024	2025
<b>Liquidity ratio</b>			
<b>Current ratio</b> (times)	2.43	2.29	2.36
<b>Quick ratio</b> (times)	2.13	1.98	1.84
<b>Profitability ratio</b>			
<b>Gross profit margin</b> (%)	29.82	27.12	26.39
<b>Net profit margin</b> (%)	18.45	18.84	18.91
<b>Return on equity (ROE)</b> (%)	17.96	15.22	16.28
<b>Financial policy ratio</b>			
<b>Total debts to total equity</b> (times)	0.35	0.31	0.30
<b>Interest bearing debt to EBITDA ratio</b> (times)	0.01	0.02	0.02
<b>Efficiency ratio</b>			
<b>Return on asset (ROA)</b> (%)	13.42	11.46	12.49

## 5. General information and other material facts

### 5.1 General information

#### General information

#### Securities registrar

**Name of securities registrar :** Thailand Securities Depository Co., Ltd.

Address/location : 93 Ratchadaphisek Road

Subdistrict : Din Daeng

District : Din Daeng

Province : Bangkok

Postcode : 10400

Telephone : 02-009-9000

Facsimile number : 02-009-9991

#### Auditing firm

**Name of auditing firm\* :** SIAM TRUTH AUDIT COMPANY LIMITED

Address/location : No. 338, Preecha Complex Building A, 8th Floor,  
Ratchadaphisek Road.

Subdistrict : SAM SEN NOK

District : HUAI KHWANG

Province : Bangkok

Postcode : 10310

Telephone : +66 2275 9599,+669 4559 3894

**List of auditors :** Mr BUNJONG PICHAYAPRASAT

License number : 7147

**List of auditors :** Mr KRAISIT SILAPAMONGKONKUL

License number : 9429

**List of auditors :** Miss KHAYMANUNDT CHAICHUEN

License number : 8260

**List of auditors :** Miss SUNISA SEMA

License number : 7707

**List of auditors :** Miss KORNPREEYA SOONPHIPHATSAKUL

License number : 10001

## 5.2 Other material facts

### 5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No  
making

### 5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

## 5.3 Legal disputes

### Legal disputes

Is there any legal dispute? : Yes

#### Details of legal dispute

##### The Company legal disputes

In March 2023, the Company, acting in its capacity as the authorized representative of the DGI Consortium and on its own behalf, initiated a civil action in the Civil Court against a specialized financial institution under the supervision of the Ministry of Finance (the “Financial Institution”) and its relevant officers.

The plaintiffs seek the recovery of accrued service fees, damages arising from breach of contract, and damages in tort, with the total quantum of damages amounting to 119.02 million Baht.

Additionally, the Company petitioned the Court to annul the notice of forfeiture regarding the performance bond and to revoke the Financial Institution's administrative designation of the Company and its directors as defaulting contractors.

In February 2025, the Court of First Instance rendered a judgment dismissing the plaintiffs' claims. Subsequently, in June 2025, the Company, on behalf of the DGI Consortium and itself, filed an appeal against the said judgment, which is currently under adjudication by the Court of Appeal.

In a separate legal proceeding initiated in July 2024, the Financial Institution filed lawsuit against the DGI Consortium and the Company in the Civil Court. In this action, the Financial Institution seeks restitution of service fees previously inspected, accepted, and remunerated, alongside damages for breach of contract, totaling 267.34 million Baht.

The Company, representing the DGI Consortium and itself, has formally submitted its Statement of Defense to contest these claims, and the matter is currently sub judice before the Civil Court.

Management’s Assessment and Legal Opinion, upon a rigorous review of the evidence, the Company's management and project executives maintain that the DGI Consortium has strictly adhered to its contractual obligations within the prescribed timelines. They assert that the Consortium is not in default and possesses an absolute legal right to the outstanding fees and damages. Management considers the Financial Institution's claims to be unfounded and lacking legal merit, consequently, it is anticipated that the Company will not incur any material financial liability from these proceedings.

##### The Associate Company legal disputes (Netbay Public Company Limited.)

In October 2024, a state enterprise-initiated litigation against the associate company in the Central Administrative Court to assert a claim for service fees in relation to electronic data linkage via the National Single Window (NSW) system for the period of February 2023 to March 2024.

The claim includes interest at the rate of 5% per annum from the date of default until May 31, 2024, totaling 323.21 million Baht, plus interest accruing from the date following the filing until full satisfaction of the debt. The associate company has filed its Statement of Defense and supplemental factual statements. The Central Administrative Court has scheduled the first hearing for March 25, 2026, and the delivery of judgment for April 22, 2026.

Subsequently, in January 2026, the same state enterprise filed a further action against the associate company in the Central Administrative Court, asserting a claim for NSW electronic data linkage service fees consistent with the first action, for the period of April 2024 to April 2025.

This claim includes interest at 5% per annum from the date of default until December 3, 2025, totaling 425 million Baht, plus interest accruing from the date following the filing until full satisfaction.

Currently, the associate company is in the process of preparing evidentiary data, verifying facts, and drafting its Statement of Defense, the matter remains sub judice before the Central Administrative Court.

With respect to the claims in both cases, the associate company maintains legitimate grounds of defense against every allegation and has consistently provided significant clarifications regarding such disputes.

The associate company prioritizes its operational integrity and reputation, considering the interests of stakeholders in accordance with the principles of good corporate governance, maintained through systematic, transparent, fair, and verifiable processes. The associate company is governed by its Board of Directors and sub-committees, including the Audit Committee, with clearly defined scopes of authority and duties.

Notably, the Audit Committee composed of independent directors with relevant expertise in the subject matter of the claims has reviewed all criteria and conditions prior to submission to the Board of Directors for acknowledgement or approval as per the prescribed procedures. Consequently, the associate company has not recognized any provision for potential liabilities in its financial statements, as it deems the claims from the state enterprise to be erroneous and lacking legal merit.

The associate company maintains absolute confidence in the quality and integrity of its service systems, which are designed to support the continuous requirements of all customers and partners without adversely affecting the national import, export, and logistics infrastructure.

The associate company remains committed to risk management and development to ensure business stability, including expanding strategic cooperation with other reputable and high-quality NSW Service Providers (NSP) to enhance technological potential and provide more efficient and comprehensive services.

Year of incident	Details	Progress status
2024	<p><b>Case name</b></p> <p>Dispute arising from hire of work</p> <p><b>Plaintiff</b></p> <p>Specialized Financial Institution</p> <hr/> <p><b>Dispute No. 1</b></p> <p><u>Duration (approximate)</u></p> <p>Expected completion date : Jun 2027</p> <p><u>Dispute description</u></p> <p>Claim for contractual defects liability and damages.</p> <p><u>Outcome of the dispute / Progress of the dispute</u></p> <p>Under trial in the court of first instance</p> <p><u>Additional details</u></p> <p>-</p>	In progress
2023	<p><b>Case name</b></p> <p>Dispute arising from hire of work and tort</p> <p><b>Defendant</b></p> <p>Specialized Financial Institution</p>	

Year of incident	Details	Progress status
	<p><b>Dispute No. 1</b></p> <p><u>Duration (approximate)</u></p> <p>Expected completion date : Jun 2027</p> <p><u>Dispute description</u></p> <p>Exercise of claims for unpaid remuneration under the hire of work contract, damages for breach of contract, and damages for wrongful act.</p> <p><u>Outcome of the dispute / Progress of the dispute</u></p> <p>The Court of First Instance dismissed the case</p> <p><u>Additional details</u></p> <p>Currently, the case is pending before the Court of Appeal.</p>	<p>In progress</p>

## 5.4 Secondary market

### Secondary market

Has the company's security been listed on a stock : No  
exchange in another country?

## 5.5 Financial institution with regular contact (in case of debt securities offeror)

### Financial institution with regular contact

Are there any debt securities offered? : No

## Part 2 Corporate Governance

## 6. Corporate governance policy

### 6.1 Overview of the policy and guidelines

#### Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors has adopted the principles of Good Corporate Governance for Listed Companies issued by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) as its guiding policy. This policy has been communicated and emphasized to ensure strict adherence by everyone within the organization, including directors, executives, employees, and subsidiary staff. The Board further mandates an annual review of the Corporate Governance Policy, held once a year during a Board of Directors' meeting, to ensure that the Company's governance practices and operations are consistently correct and generate maximum benefit for all stakeholder groups.

#### 6.1.1 Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines related to the board of directors

#### Nomination of directors

##### Policy and Practices on the Nomination of Directors

The Company places importance on a transparent, fair, and systematic nomination process for directors, in line with the principles of good corporate governance. The Nomination and Remuneration Committee is responsible for establishing the criteria, policies, and procedures for the nomination of members of the Board of Directors and sub-committees, to ensure that qualified individuals with appropriate knowledge, skills, experience, and competencies are selected to support the Company's business operations.

In the nomination process, the Company takes into consideration the appropriate size, structure, and composition of the Board, with due regard to diversity in terms of skills, expertise, experience, gender, and age. The qualifications of directors are determined in accordance with applicable laws and regulatory requirements, as well as the independence of independent directors.

The nomination process is conducted in a structured and rigorous manner, covering the selection of candidates to replace directors who retire by rotation, to fill vacancies, and/or for additional appointments as deemed appropriate. All nominations are carefully reviewed by the Nomination and Remuneration Committee before being proposed to the Board of Directors and/or the shareholders' meeting for approval, as applicable.

In addition, the Company places importance on the nomination and selection of senior executives, particularly the Chief Executive Officer, to ensure that the Company is led by individuals with strong leadership, vision, and capabilities to drive the organization toward its strategic objectives and sustainable growth.

The Nomination and Remuneration Committee may also perform other duties related to the nomination process as assigned by the Board of Directors to ensure the effectiveness of the nomination process and alignment with good corporate governance practices.

### **Determination of director remuneration**

#### **Director and Executive Remuneration**

The setting of directors' and executives' remuneration shall be aligned with their duties and responsibilities, as well as benchmarking against companies listed on the Stock Exchange of Thailand or those operating in similar industries or of comparable size. Such remuneration is intended to encourage directors to effectively perform their duties and achieve the Company's business objectives.

The setting of directors' remuneration is delegated to the Nomination and Remuneration Committee, which is responsible for considering its reasonableness and overseeing the process. The Committee shall review and propose the appropriate amount or rate of remuneration to the Board of Directors for approval, prior to submitting it to the shareholders' meeting for further consideration and approval.

As for executives' remuneration, it shall be considered based on performance evaluation results and the Company's overall performance, and shall be proposed to the Board of Directors for approval.

### **Director development**

#### **Directors' and Executives' Development**

The Company supports directors, executives and the Company Secretary in attending seminars and participating in continuous professional development programs with the Company bearing the associated costs. Newly appointed directors are provided with an orientation program covering general information and an overview of the Company's business operations, including key operational information and summaries of each business segment, organizational structure, operating results, and relevant rules and regulations. This is to ensure that directors are adequately informed prior to assuming their duties, enabling them to perform their roles and oversee the Company's operations effectively.

### **Board performance evaluation**

The Company conducts an annual performance evaluation of the Board of Directors, both on a collective basis and on an individual basis, as well as an evaluation of sub-committees on a collective basis, once a year. The evaluation criteria comprehensively cover the performance of directors' duties. The Company Secretary is responsible for distributing the evaluation forms to all directors for completion, after which the results are compiled, summarized, and presented to the Board of Directors for acknowledgment.

### **Corporate governance of subsidiaries and associated companies**

The Company has established policies for investment in and management of its subsidiaries and associated companies. Investments are made in businesses that are related, aligned with, or beneficial to its operations, in order to strengthen the Company's stability and overall performance.

In considering any investment, the Company evaluates the proportion of investment, expected returns, potential risks, and the Company's financial position. All investments decision must be approved from the Board of Directors' meeting or the shareholders' meeting, as applicable, in accordance with the approved authorization framework.

In addition, for the governance of subsidiaries and associates, the Company considers appointing representatives with appropriate qualifications and experience relevant to the invested businesses, to serve as directors of subsidiaries and

associates. This appointment is made in proportion to the Company's shareholding or in accordance with mutual agreements in the case of associated companies. The Company also closely monitors the performance and operating results of its subsidiaries and associates continuously.

### **Other guidelines related to the board of directors**

#### Roles and Responsibilities of Directors

All directors understand and acknowledge their roles, duties and responsibilities as directors to collectively manage and lead the organization towards good corporate governance. They ensure that operations prioritize ethics, social impact, and environmental considerations. The Company has clearly defined the scope and authority of the Board of Directors, which includes: setting the Company's goals, guidelines, policies, plans, and budget; organizing the Board of Directors' meetings; arranging shareholders' meetings; reviewing and approving policies; and considering and approving other significant matters related to the Company or deemed appropriate to pursue for the Company's maximum benefit. This also extends to matters involving interested directors or any conflicts of interest with the Company and its subsidiaries, which directors must handle with utmost care and in a correct and appropriate manner.

#### Board Structure and Composition

The Company's Board structure and composition are appropriate, with the number of directors in compliance with the Public Limited Company Act B.E. 2535 and the Company's Articles of Association. The Board of Directors includes at least one-third of the total directors as independent directors, and no fewer than three independent directors. Currently, the Company has a total of 10 directors, including 4 independent directors. Each director possesses diverse knowledge, capabilities, expertise, and experience in various fields such as law, finance, good corporate governance, human resource management, engineering, information technology, accounting, and others, all of which contribute to effective management.

### **6.1.2 Policy and guidelines related to shareholders and stakeholders**

Are there policy and guidelines and measures related to : Yes

shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business

stakeholders competitors, Suppliers, Creditors, Community and society

### **Shareholders**

#### **Shareholders' Rights and Equitable Treatment**

The Board of Directors recognizes the importance of shareholders' rights and encourages all shareholders to exercise their rights, while ensuring no actions are taken that infringe upon or diminish these rights. The Company has policies and practices regarding shareholders and stakeholders that cover shareholder care and equitable treatment. Practices to promote shareholders' rights and equitable treatment include:

1. The Company arranges the Annual General Meeting of Shareholders (AGM) with Thailand Securities Depository Co., Ltd. acting as the Company's securities registrar to facilitate the delivery of the Notice of Meeting to all shareholders. Shareholders will be provided with clear and complete supporting documents for each agenda item. The meeting agenda and related documents are prepared in both Thai and English, detailing the date, time, venue, voting rights, proxy appointment procedures, and participation guidelines. The Company ensures that the Notice of Meeting is delivered to shareholders at least 14 days prior to the meeting date in accordance with good corporate governance principles. In addition, the meeting notice and relevant information are published on the Company's website and announced in newspapers in advance of the meeting date.

2. The Company provides opportunities for shareholders to propose agenda items, submit questions related to the meeting, and nominate qualified candidates for directorships in advance of the Annual General Meeting of Shareholders. The procedures for submission and the Company's review guidelines are published on the Company's website.
3. The Chairman of the Board, the Board of Directors, the Chief Executive Officer, the management team, and the Company's auditor will attend the shareholders' meeting to address shareholders' inquiries. The Company also provides shareholders with the opportunity to express their opinions, provide suggestions, submit questions, or seek clarification on each agenda item prior to the voting process.
4. Shareholders have the right to appoint independent directors or any other individual to attend and vote on their behalf, using the Ministry of Commerce's proxy forms provided by the Company.
5. The Company has established a streamlined document verification and pre-registration process is provided for institutional shareholders and custodians to facilitate their attendance, given the large volume of shareholders under their management. If a proxy is granted and verified, the proxy form is presented to the independent director or authorized proxy for signature. A copy is then returned to the institutional shareholder and custodian for use as supporting documentation for regulatory review of shareholders later.
6. The Company discloses the resolutions of the shareholders' meeting and the voting results for each agenda item immediately in accordance with the Stock Exchange of Thailand's timelines and published on the Company's website. Furthermore, minutes of the Shareholders' Meeting, containing material, accurate, and complete information, are submitted to the Stock Exchange of Thailand and published on the Company's website within 14 days from the date of the Shareholders' Meeting.

## Employee

### Human Rights and Ethical Labor Practices;

- The Company places great importance on maintaining a safe working environment to protect the employees' safety and well-being of their property and strictly complies with applicable labor laws.
- The Company does not support unfair labor practices, including the use of child labor or illegal migrant labor.
- The Company respects and upholds the human rights of employees at all levels.
- The Company recruits and appoints qualified individuals to various positions in a fair and equitable manner, taking into account the qualifications required for each position, including education, experience, and other relevant job requirements. All employees are treated equally without discrimination based on gender, age, race, religion, educational institution, or any other status unrelated to job performance.
- The appointment, transfer, recognition, and disciplinary actions concerning employees shall be carried out in good faith and based on employees' knowledge, competence, and suitability for the position.
- The Company shall protect employees' personal data, including personal history, educational background, family information, health records, and employment history. Disclosure or transfer of such personal data shall only be made with the consent of the employee concerned or as required by law.
- The Company provides fair and appropriate compensation aligned with employees' roles and responsibilities.
- The Company organizes orientation programs and provides an employee handbook for all new employees to ensure that they understand their rights under fair employment practices, ethical standards, and the Company's commitment to strict compliance with labor laws.
- The Company encourages the ongoing development of directors, executives, and employees through training and development programs to strengthen their capabilities, improve performance, and promote career growth.
- The Company establishes a provident fund for employees to encourage long-term savings for themselves and their families upon resignation, retirement, disability, or death.

## Customer

- The Company provides services to customers under fair conditions and on the basis of mutual and equitable benefits for both parties.
- Employees are committed to enhancing service quality on an ongoing basis, in compliance with relevant regulations, while ensuring reasonable pricing and responsiveness to changing circumstances.
- The Company strictly complies with contractual agreements and conditions with customers and creditors. In the event that the Company is unable to comply with any agreed condition, it will promptly notify the customers and/or creditors in advance in order to identify mutually acceptable solutions.
- The Company respects and protects the confidentiality of customer information. Such information will not be disclosed unless the customer has granted written consent or disclosure is required by law. The Company also refrains from using customer information for the benefit of itself or related parties.

### **Business competitors**

- Directors, executives, managers, and employees conduct business in compliance with the principles of fair competition.
- The Company does not seek confidential information of competitors through dishonest or inappropriate practices.
- The Company refrains from damaging competitors' reputations through false allegations or unfounded claims.

### **Suppliers**

- The Company ensures that its procurement process is transparent, fair, and verifiable, and conducted in a manner that serves the best interests of the Company.
- Employees procure goods and services based on business needs, value for money, price, and quality consideration. The Company provides partners with equal and accurate information without concealment, bias, or discrimination.
- Employees responsible for dealing with business partners are required to maintain proper documentation of negotiations, contract drafting, contract execution, and contract performance as evidence, in accordance with the retention period prescribed by law.
- The Company does not request, accept, or offer any dishonest or inappropriate benefits in conducting business with partners.
- The Company strictly complies with contractual obligations. Any inability to perform under the contract by the Company or a business partner, or any circumstance affecting compliance, must be promptly reported to the supervisor for appropriate resolution.

### **Creditors**

- The Company treats creditors fairly and does not request, accept, or offer any dishonest or inappropriate benefits in its dealings with creditors.
- The Company strictly complies with agreed terms and conditions. If the Company is unable to comply with any condition, it will promptly notify the creditors in advance to identify mutually acceptable solutions.

### **Community and society**

- The Company is committed to supporting and promoting social responsibility in the areas of environmental protection, education, religion, arts and culture, as well as local traditions and customs in the communities where the Company operates.
- The Company undertakes activities that contribute to the development of society, communities, and the environment, with the aim of improving the quality of life of communities surrounding the Company's business locations. Such activities include those organized by the Company as well as collaborative initiatives with government agencies, public authorities, and local communities.

- The Company places importance on accident prevention and the control of waste emissions from business partners operating within the Company's industrial estate to ensure that such emissions remain within acceptable standards and comply with the regulations of relevant authorities.
- The Company promotes awareness of social and environmental responsibility among its employees and business partners, including the efficient use of resources, materials, and equipment.

## 6.2 Business code of conduct

### Business code of conduct

Business code of conduct : Yes

The Company is committed to conducting its business with a focus on continuous service improvement and delivering high-quality services to customers. The Company is also dedicated to promoting adherence among directors, executives, and employees to the principles of good corporate governance, ethics and business code of conduct. The Company has established a Business Code of Conduct and has communicated it to directors, executives, and employees at all levels. New employees are required to undergo orientation training on this matter before commencing their duties. The Company also ensures ongoing communication of the Business Code of Conduct and the relevant guidelines to be observed, providing clear and proper standards for all employees in their work practices. Additionally, the Company has implemented various processes to support directors, executives, and employees in adhering to the Business Code of Conduct, as follows:

1. Enhancing employee awareness through various internal communication channels such as organizational bulletin boards, the Company's website, and new employee orientation training.
2. Evaluating understanding of ethical principles and business conduct by administering annual assessments to employees once a year.
3. Incorporating adherence to the Code of Business Conduct as part of the annual performance appraisal metrics. This encourages all employees to pay close attention and strictly comply, while also understanding the objectives, benefits, drawbacks, and consequences of non-compliance.
4. Providing channels for affected stakeholders to report concerns, offer suggestions, or file complaints regarding corruption or any conduct inconsistent with the Company's principles. Reports can be submitted directly to the Board of Directors via mail to the Company Secretary at the Company's address. This also includes procedures for managing breaches or non-compliance with the Code of Business Conduct, fact-gathering, information screening, measures to halt violations, disciplinary actions, and protective measures for whistleblowers, complainants, or those cooperating in reporting breaches.
5. The Company has joined the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) and is committed to promoting transparency within the organization. The Company has established a working team on anti-corruption to oversee related activities. The Company has duly submitted its application for CAC certification, which is currently under consideration by the CAC Council.

### 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, Preventing the misuse of inside information, Gift giving or receiving, entertainment, or business hospitality, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Other guidelines related to business code of conduct

### Prevention of conflicts of interest

- The Company requires directors, executives, and employees to avoid any actions that may conflict with the interests of the Company. Such conflicts may arise from dealings with the Company's business partners,

customers, or competitors, or from the use of opportunities or information obtained through employment with the Company for personal benefit. This also includes engaging in businesses competing with the Company or undertaking other work that may interfere with responsibilities to the Company.

- Employees who have a conflict of interest are prohibited from approving any transaction or taking any action on behalf of the Company to prevent potential conflicts of interest. In cases where employees conduct any business with the Company, whether in their personal capacity, on behalf of family members, or through any legal entity in which they hold managerial authority, such employees must disclose their interest to the Company prior to executing the transaction.
- The Board of Directors and executives carefully consider potential conflicts of interest in related party transactions between the Company and individuals or corporate entities that may be deemed to have a conflict of interest. Such considerations are undertaken with honesty, independence, and reasonable judgment under the principles of good ethics, with due regard to the best interests of the Company.
- Directors and executives are required to report related party transactions concerning the management of the Company or its subsidiaries.

### **Anti-corruption**

- The Company provides training programs for employees to enhance their knowledge and understanding of the Company's anti-corruption policies and practices.
- The Company supports and cooperates with government agencies, private sector organizations, regulatory authorities, and all sectors of Thai society in efforts to combat corruption and promote sustainable national development.
- Directors, executives, and employees are strictly prohibited from engaging in or accepting any form of corruption, whether directly or indirectly. This includes the solicitation, acceptance, or offering of gifts, hospitality, contributions, donations, or any other benefits for personal gain from individuals or entities conducting business with the Company.

The Company has established channels through which stakeholders may report tips, suggestions, or complaints regarding corruption, misconduct, or any actions that do not comply with the Company's policies directly to the Board of Directors by sending a letter to the address provided below.

### **Company Secretary**

Ditto (Thailand) Public Company Limited

235/1-3 Ratphattana Road, Ratphattana, Saphansung, Bangkok 10240

Tel: +66 2517 5555

Fax: +66 2517 5434

### **Whistleblowing and Protection of Whistleblowers**

#### **Whistleblowing**

The Company provides opportunities for both internal and external stakeholders to report any misconduct or lodge complaints related to violations of ethics and business code of conduct, deficiencies in internal control systems, breaches or non-compliance with laws or the Company's regulations, as well as incidents of corruption, fraud, or financial statement manipulation. The Company has established appropriate whistleblowing channels and a management system for handling such reports and complaints to ensure timely and effective responses. The intent of this policy is to:

1. To enable stakeholders or individuals who, in good faith, are aware of misconduct or suspect that any incident may be in violation of the law or the Company's regulations, to report such misconduct or lodge complaints through the reporting channels established by the Company.

2. To ensure that the Company's handling of whistleblowing or complaints is conducted in a structured, efficient, agile, and effective manners supporting the Company's sustainable and stable growth.
3. To ensure that directors, employees, and any persons acting on behalf of the Company conduct business ethically, transparently, fairly, and in a manner that is auditable.
4. To ensure that whistleblowers and any individuals who cooperate with the Company in good faith are provided with protection and are safeguarded from retaliation or unfair treatment resulting from the act of whistleblowing or submitting complaints.

### **Protection of Whistleblowers and Ethics Reporters**

1. The Company shall keep all information and the identity of whistleblowers, complainants, or cooperating parties reporting violations or non-compliance with the Code of Conduct strictly confidential.
2. The Company shall disclose information only to the extent necessary, taking into account the safety and potential harm to the whistleblower, the source of the information, or any relevant parties.
3. Any affected individuals shall be provided with appropriate and fair remedies through suitable procedures.

### **Preventing the misuse of inside information**

- Directors, executives, and employees at all levels are prohibited from using the Company's material non-public information (insider information) for their own benefit or for the benefit of others until at least 24 hours after such information has been publicly disclosed.
- Employees at all levels must maintain the confidentiality of customer information and the Company's business information. Such confidential information must not be disclosed to other employees or unauthorized parties, except where disclosure is required by law, for legal proceedings, or with written approval from the Board of Directors.
- Directors, executives, employees, and any persons who have access to the Company's confidential information are strictly prohibited from disclosing or transmitting such information to unrelated persons, including family members, relatives, or friends.
- The disclosure of Company information shall be made only by authorized executives or designated employees. Employees who are not authorized to disclose information must refer inquiries to the responsible persons to ensure that information provided is accurate and consistent.
- Directors, executives, and employees must not provide advice or guidance regarding the trading of the Company's securities, except where such actions are part of their assigned duties.
- Directors, executives, employees who have access to inside information, and members of the Board of Directors are prohibited from trading the Company's securities during the period of one month prior to the disclosure of the Company's quarterly or annual financial statements, or any information that may affect the price of the Company's securities, and for two business days after such information has been publicly disclosed.
- Directors, executives, managers, and employees in the accounting and finance departments who buy or sell the Company's securities must report such transactions to the Company Secretary within two business days in order to comply with relevant regulatory requirements.
- Directors, executives, managers, and employees in the accounting and finance departments must report their securities holdings, as well as those of their related persons, on a quarterly basis to the Company Secretary in accordance with the rules prescribed under the Securities and Exchange Act.

### **Gift giving or receiving, entertainment, or business hospitality**

- Executives and employees must not solicit, accept, or agree to accept money, gifts, or any other benefits from persons or entities having business relationships with the Company.
- Executives and employees may give or receive gifts only when such gifts do not influence, or appear to influence, any business decisions of the recipient.

- Where it is unavoidable to accept a gift or other property with a value exceeding THB 3,000, the recipient must report the matter to their immediate supervisor in accordance with the Company's reporting hierarchy.
- The giving or receiving of gifts may be permitted only when conducted in a transparent manner, in good faith, or in circumstances where such actions can be appropriately disclosed.
- Executives and employees may accept business hospitality where it serves legitimate business purposes of the Company and is in accordance with the Company's approval authority. However, they should avoid accepting hospitality that is excessive or beyond normal business courtesies from persons who have business dealings with the Company or who may become business partners in the future.

#### **Information and assets usage and protection**

- Employees are responsible for safeguarding the Company's assets, both tangible and intangible, to prevent damage, loss, or misuse. Such assets must be used efficiently and solely for the benefit of the Company. Employees are required to understand the proper use and safety guidelines relating to such assets and ensure that they are utilized appropriately. Company assets must not be used for personal benefit or the benefit of others.
- Employees must strictly avoid disclosing or using confidential information for any unauthorized purposes.
- All employees are responsible for properly safeguarding and controlling confidential information.

#### **Anti-unfair competitiveness**

- The Company shall conduct its business in compliance with applicable laws and fair competition practices. Business operations shall be carried out in an open, transparent, and fair manner, without taking unfair advantage of competitors through unlawful means or creating unfair competitive advantages. The Company opposes monopolistic practices and unfair trade discrimination, and shall not engage in any actions that undermine the credibility of competitors, including damaging their reputation through false or unsubstantiated allegations.
- Business units involved in domestic and international operations must understand and comply with the laws, regulations, policies, and practices relating to fair competition in the jurisdictions in which the Company operates, including regulations relating to mergers and acquisitions.
- The Company shall not seek or obtain competitors' confidential information through dishonest or inappropriate practices.
- The Company encourages employees to maintain a positive attitude toward competitors as fellow participants in the business environment.
- In relation to mergers and acquisitions, the Company shall ensure that all transactions are properly reviewed to prevent market monopolization or anti-competitive practices.

#### **Information and IT system security**

- The Company promotes and requires the use of properly licensed software, tools, and programs in compliance with applicable intellectual property laws.
- Employees must not use the Company's computer systems to create, access, store, or distribute any content that is inappropriate, immoral, contrary to social norms, traditions, or customs, or in violation of applicable laws.
- Where an employee obtains approval from a supervisor for external personnel to use the Company's information systems, the requesting employee must supervise such use and shall be responsible for any damage that may occur to the Company as a result of such access.
- The Company reserves the right to monitor, inspect, search, investigate, and control the use of its information systems by employees in order to ensure the security and integrity of the Company's information systems.

#### **Environmental management**

- The Company is committed to supporting and promoting social responsibility in the areas of environmental protection, education, religion, arts and culture, as well as local traditions and customs in the communities where the Company operates.
- The Company undertakes activities that contribute to the development of society, communities, and the environment, with the aim of improving the quality of life of communities surrounding the Company's business locations. Such activities include those organized by the Company as well as collaborative initiatives with government agencies, public authorities, and local communities.
- The Company places importance on accident prevention and the control of waste emissions from business partners operating within the Company's industrial estate to ensure that such emissions remain within acceptable standards and comply with the regulations of relevant authorities.
- The Company promotes awareness of social and environmental responsibility among its employees and business partners, including the efficient use of resources, materials, and equipment.

## **Human rights**

### Human Rights and Ethical Labor Practices;

- The Company places great importance on maintaining a safe working environment to protect the employees' safety and well-being of their property and strictly complies with applicable labor laws.
- The Company does not support unfair labor practices, including the use of child labor or illegal migrant labor.
- The Company respects and upholds the human rights of employees at all levels.
- The Company recruits and appoints qualified individuals to various positions in a fair and equitable manner, taking into account the qualifications required for each position, including education, experience, and other relevant job requirements. All employees are treated equally without discrimination based on gender, age, race, religion, educational institution, or any other status unrelated to job performance.
- The appointment, transfer, recognition, and disciplinary actions concerning employees shall be carried out in good faith and based on employees' knowledge, competence, and suitability for the position.
- The Company shall protect employees' personal data, including personal history, educational background, family information, health records, and employment history. Disclosure or transfer of such personal data shall only be made with the consent of the employee concerned or as required by law.
- The Company provides fair and appropriate compensation aligned with employees' roles and responsibilities.
- The Company organizes orientation programs and provides an employee handbook for all new employees to ensure that they understand their rights under fair employment practices, ethical standards, and the Company's commitment to strict compliance with labor laws.
- The Company encourages the ongoing development of directors, executives, and employees through training and development programs to strengthen their capabilities, improve performance, and promote career growth.
- The Company establishes a provident fund for employees to encourage long-term savings for themselves and their families upon resignation, retirement, disability, or death.

## **Other guidelines related to business code of conduct**

### Respect for Intellectual Property

- All work products or creations developed within the scope of employment shall be the Company's intellectual property.
- The Company is committed to respecting intellectual property rights and shall not engage in any actions that infringe upon the intellectual property rights of others, including copyrights, patents, trademarks, trade secrets, or any other forms of intellectual property protected by law.

### Confidentiality and Personal Data Protection

- Directors, executives, and employees of the Company and its subsidiaries must safeguard information obtained in the course of their duties and must not disclose any Company information without authorization from the appropriate authority, except where disclosure is required by law. Such information must not be used for improper purposes or for the personal benefit of any individual.
- All directors, executives, and employees of the Company are responsible for maintaining the confidentiality of information relating to customers and business partners, including transaction information within the Company's systems and personal information received from customers and business partners. Such information shall be used only for the legitimate business purposes of the Company.
- Directors, executives, and employees of the Company and its subsidiaries must exercise due care in protecting the Company's confidential documents and information to prevent unauthorized disclosure or leakage that may result in damage to the Company. Company documents or information that are not intended for public disclosure must not be provided to external parties without approval from the relevant supervisor / manager.
- The Company is committed to safeguarding and protecting personal data obtained by the Company and shall exercise appropriate care in managing such data in order to protect the privacy of data subjects. Personal data shall be used only for the purposes disclosed to data subjects at the time of collection.

#### Code of Conduct Governance and Compliance

- All employees are required to strictly adhere to the Code of Conduct. Any violation of, or conduct inconsistent with, the Code of Conduct shall be subject to disciplinary action, to be determined in accordance with the nature and severity of the offense on a case-by-case basis.
- Executives and supervisors are expected to serve as role models in complying with the Code of Conduct and are responsible for supervising, monitoring, and promoting adherence among their subordinates.
- Any waiver of compliance with the Code of Conduct for employees or directors must be approved in writing by the Board of Directors.
- All employees are required to formally acknowledge and sign their acceptance of the Code of Conduct upon commencement of employment and upon any subsequent amendments thereto.

#### **Promotion of compliance with the business code of conduct**

Promotion for the board of directors, executives, and : Yes

employees to comply with the business code of conduct

- All employees must strictly comply with the Company's Code of Conduct. Any violation or action inconsistent with the Code of Conduct will be subject to disciplinary action, taking into consideration the nature and severity of the offense.
- Executives and supervisors must serve as role models in complying with the Code of Conduct and are responsible for supervising and encouraging their subordinates to adhere to the established standards.
- Any exemption from compliance with the Code of Conduct for directors or employees must receive prior written approval from the Board of Directors.
- All employees are required to acknowledge and sign the Code of Conduct upon commencement of employment and whenever the Code is amended or updated.

In 2025, the Company organized training on business ethics and the Code of Conduct for newly recruited employees through the employee orientation program to ensure their understanding and proper compliance with the Company's ethical standards.

The Company also communicates the Code of Conduct to all employees annually to reinforce awareness and promote continuous understanding. Employees are required to complete self-assessment tests to evaluate their understanding of the Code of Conduct. Details of the training are summarized below.

Participants in Business Ethics Training and Self-Assessment (2025)	Number (Persons)	Percentage of Total Employees
<b>Employees who received training in 2025 (New Employees)</b>	<b>67</b>	<b>100</b>
• Senior Management Group	5	7.46
• Management Group	9	13.43
• Operational Employees	53	79.1
<b>Employees who completed the Business Ethics Self-Assessment in 2025</b>	<b>442</b>	<b>100</b>
• Senior Management Group	14	3.17
• Management Group	65	14.71
• Operational Employees	363	82.13

The Company recognizes the importance of business ethics and regularly monitors compliance with the Code of Conduct through communication, training, and assessments. Reporting channels are also provided for stakeholders to submit complaints or reports to the responsible persons / departments. Any reports received will be reviewed and investigated in accordance with the Company's procedures and reported to the Audit Committee or other relevant committees.

In 2025, the Company did not receive any complaints regarding violations of the Code of Conduct and no cases of non-compliance were identified.

### **Monitoring Compliance with the Code of Conduct and Business Ethics**

Monitoring and ensuring compliance with the Company's Code of Conduct and business ethics is the responsibility of directors, executives, supervisors, and employees at all levels. All personnel are required to understand, acknowledge, and strictly adhere to the established standards. Supervisors / Managers at all levels are responsible for overseeing and ensuring compliance as part of their core responsibilities.

Directors, executives, and employees are required to cooperate by providing accurate and complete information and by assisting in monitoring and reporting any suspicious activities or potential violations of the Company's Code of Conduct, anti-corruption policies, or applicable laws through the reporting channels established by the Company.

The Company does not tolerate any actions by directors, executives, or employees that violate laws or ethical standards. Any person found to have violated the Company's Code of Conduct or business ethics will be subject to strict disciplinary action in accordance with the Company's policies.

### **Participation in anti-corruption networks**

The Company has joined the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) and is committed to promoting transparency within the organization. The Company has established a working team on anti-corruption to oversee related activities. The Company has duly submitted its application for CAC certification, which is currently under consideration by the CAC Council.

Participation or declaration of intent to join anti-corruption : Yes

networks

Anti-corruption networks or projects the company has : Thai Private Sector Collective Action Against  
joined or declared intent to join Corruption (CAC)

CAC membership certification status : Not  
certified

## 6.3 Material changes and developments in policy and corporate governance system over the past year

### 6.3.1 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 : Yes  
governance policy and guidelines, or board of directors'  
charter

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

The Company has approved a Corporate Governance Policy to serve as a guideline for its operations, aiming to enhance operational efficiency and ensure transparency to investors, thereby fostering confidence in the Company's business conduct among external stakeholders. The policy was initially approved by the Board of Directors at its Meeting No. 1/2020, held on 28 February 2020.

Subsequently, the Company sought approval to amend the Corporate Governance Policy to align with the revised principles outlined in the "Good Corporate Governance Principles for Listed Companies 2017." The amendment was approved by the Board of Directors at its Meeting No. 2/2021, held on 25 March 2021.

The Company has established that the Board of Directors shall review and update the Corporate Governance Policy annually to ensure its continued relevance and effectiveness in a transforming environment. At the Board Meeting No. 1/2026, held on 26 February 2026, the Board reviewed the current Corporate Governance Policy and concluded that it remains appropriate for the current circumstances. The policy continues to emphasize the interests of all stakeholders within the framework of business ethics and workplace best practices while acting in consideration of the best interests of shareholders. Therefore, no immediate amendments are deemed necessary, with further revisions to be considered as appropriate in the following year.

### 6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

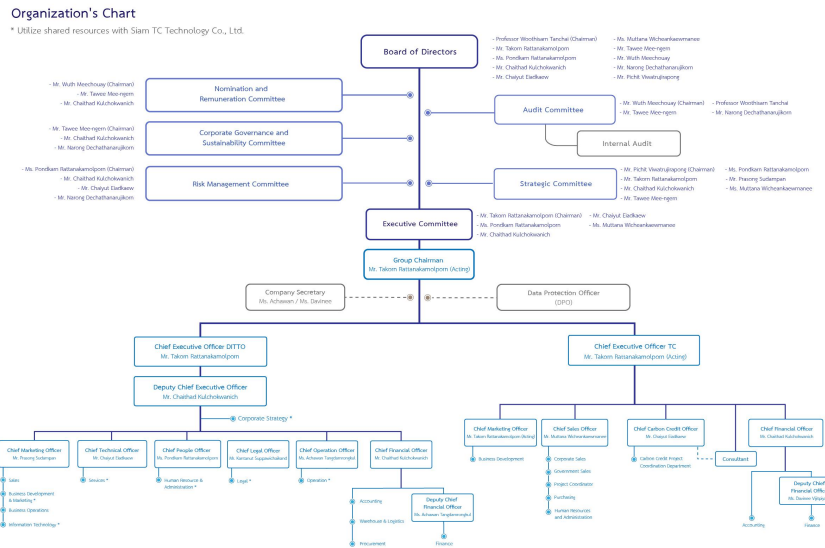
The Company is committed to upholding the principles of good corporate governance and has actively integrated these principles into various management processes to enhance transparency, accountability, and stakeholder confidence. We continuously strive to create long-term sustainable business value while ensuring that all stakeholders benefit from responsible and ethical business practices. In addition, the Company conducts annual reviews of relevant policies to ensure their continued effectiveness and alignment with best practices.

# 7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

## 7.1 Corporate governance structure

### Corporate governance structure diagram

Corporate governance structure diagram



As of 26 February 2026, the Company’s management structure comprises the Board of Directors and six sub-committees: The Audit Committee, The Executive Committee, The Nomination and Remuneration Committee, The Corporate Governance and Sustainability Committee, The Risk Management Committee and The Strategic Committee

## 7.2 Information on the board of directors

The Board of Directors consists of a total of 10 members, comprising 5 executive directors, representing 50% of the entire board, and 5 non-executive directors, representing 50% of the entire board. The non-executive directors consist of 4 independent directors and 1 non-executive director who does not serve as an independent director. The members of the Board of Directors are:

1. Professor Woothisarn Tanchai (Chairman of the Board / Independent Director)
2. Mr. Wuth Meechouay (Independent Director)
3. Mr. Tawee Mee-Ngern (Independent Director)
4. Mr. Narong Dechathanarujikorn (Independent Director)
5. Mr. Takorn Rattanakamolporn (Director)
6. Mr. Chaithad Kulchokwanich (Director)
7. Ms. Pondkarn Rattanakamolporn (Director)
8. Mr. Chaiyut Eiadkaew (Director)
9. Ms. Muttana Wicheankaewmanee (Director)
10. Mr. Pichit Viwatrujirapong (Director - non-executive director / does not serve as an independent director)

Ms. Achawan Tangdamrongkul and Ms. Davinee Vjittpiyakul as the Company Secretaries to the Board of Directors.

### 7.2.1 Composition of the board of directors

	Number (persons)	Percent (%)
<b>Total directors</b>	<b>10</b>	<b>100.00</b>
Male directors	8	80.00
Female directors	2	20.00
Executive directors	5	50.00
Non-executive directors	5	50.00
Independent directors	4	40.00
Non-executive directors who have no position in independent directors	1	10.00

### 7.2.2 The information on each director and controlling person

The Company's Board of Directors possesses diverse educational backgrounds and professional expertise, which are key attributes that support effective management and good corporate governance. Summarize of the skills and qualifications of the Board members as follows:

#### List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
-------------------	----------	------------------------------------	----------------------

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. WOOTHISARN TANCHAI  Gender: Male  Age : 67 years  Highest level of education : Master's degree  Study field of the highest level of education : Political Science  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have  DAP course : No  DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>7 Sep 2023</p>	<p>Law, Economics, Business Administration, Governance/ Compliance, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. TAKORN RATTANAKAMOLPORN  Gender: Male  Age : 43 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 : Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 97,415,000 Shares (14.038491 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration :  Yes</p> <p>Type of director :  Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>10 Oct 2013</p>	<p>Engineering, Strategic Management, IT Management, Business Administration, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. CHAITHAD KULCHOKWANICH  Gender: Male  Age : 50 years  Highest level of education : Master's degree  Study field of the highest level of education : Economics  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 5,760,000 Shares (0.830075 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration :  Yes</p> <p>Type of director :  Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>10 Oct 2013</p>	<p>Economics,  Finance,  Engineering,  Information &amp;  Communication  Technology,  Governance/  Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Ms. PONDKARN RATTANAKAMOLPORN  Gender: Female  Age : 52 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 : Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 3,060,000 Shares (0.440977 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration :  Yes</p> <p>Type of director : Existing director</p>	<p>10 Oct 2013</p>	<p>Human Resource Management,  Corporate Management, Risk Management,  Governance/ Compliance,  Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. CHAIYUT EIADKAEW  Gender: Male  Age : 64 years  Highest level of education : Below a bachelor's degree  Study field of the highest level of education : Electric Power  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration :  No</p> <p>Type of director : Existing director</p>	<p>10 May 2018</p>	<p>Electronic Components, Project Management, Governance/ Compliance, Business Administration, Information &amp; Communication Technology</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. MUTTANA WICHEANKAEWMANEE  Gender: Female  Age : 43 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 50,000 Shares (0.007206 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration :  No</p> <p>Type of director : Existing director</p>	<p>10 May 2018</p>	<p>Procurement, Negotiation, Project Management, Business Administration, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. NARONG DECHATHANARUJIKORN  Gender: Male  Age : 58 years  Highest level of education : Master's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration :  No</p> <p>Type of director : Existing director</p>	<p>3 Oct 2019</p>	<p>Accounting, Audit, Law, Finance, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. TAWEE MEE-NGERN  Gender: Male  Age : 68 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Politics and Government  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>3 Oct 2019</p>	<p>Media &amp; Publishing, Governance/ Compliance, Business Administration, Economics, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. WUTH MEECHOUAY</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>15 Jan 2020</p>	<p>Law, Audit, Business Administration, Data Analysis, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. PICHIT VIWATRUJIRAPONG</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Digital Technology</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 33,200,000 Shares (4.784457 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Apr 2024	Information & Communication Technology, IT Management, Governance/ Compliance, Business Administration, Digital Marketing

Additional explanation :

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. WOOTHISARN TANCHAI	Chairman of the board of directors		✓	✓		
2. Mr. TAKORN RATTANAKAMOLPORN	Director	✓				✓
3. Mr. CHAITHAD KULCHOKWANICH	Director	✓				✓
4. Ms. PONDKARN RATTANAKAMOLPORN	Director	✓				✓
5. Mr. CHAIYUT EIADKAEW	Director	✓				
6. Ms. MUTTANA WICHEANKAEWMA NEE	Director	✓				
7. Mr. NARONG DE CHATHANARUJIKORN	Director		✓	✓		
8. Mr. TAWEE MEE-NGERN	Director		✓	✓		
9. Mr. WUTH MEECHOUAY	Director		✓	✓		
10. Mr. PICHIT VIW ATRUJIRAPONG	Director		✓		✓	
<b>Total (persons)</b>		<b>5</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>3</b>

## Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	30.00
2. Media & Publishing	1	10.00
3. Electronic Components	1	10.00
4. Information & Communication Technology	3	30.00
5. Law	3	30.00
6. Marketing	1	10.00
7. Accounting	1	10.00
8. Finance	2	20.00
9. Human Resource Management	1	10.00
10. Procurement	1	10.00
11. IT Management	2	20.00
12. Data Analysis	1	10.00
13. Digital Marketing	1	10.00
14. Negotiation	1	10.00
15. Project Management	2	20.00
16. Corporate Management	1	10.00
17. Engineering	2	20.00
18. Strategic Management	2	20.00
19. Risk Management	1	10.00
20. Audit	2	20.00
21. Governance/ Compliance	10	100.00
22. Business Administration	8	80.00

## Information about the other directors

The chairman of the board and the highest-ranking : No  
executive are from the same person

The chairman of the board is an independent director : Yes

The chairman of the board and the highest-ranking : No  
executive are from the same family

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director : No

to determine the agenda of the board of directors'  
meeting

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

The measures for balancing the power between the board : No

of directors and the Management

## **7.2.3 Information on the roles and duties of the board of directors**

### **Scope of Authority and Responsibilities of the Board of Directors**

1. Direct the Company in compliance with applicable laws, the Articles of Association, and shareholders' resolutions, exercising due diligence and care, always safeguarding the Company's best interests.
2. Set goals, strategic direction, policies, business plans, and budgets, and oversee the management team or designated personnel to ensure alignment with Board-approved policies.
3. Review the organizational structure, appoint the Executive Committee, the Managing Director, and any other Board Committees as appropriate.
4. Evaluate and authorize policies, strategic direction, business plans, and major investment projects proposed by management.
5. Continuously monitor the Company's performance to ensure progress against approved plans and budgets.
6. Convene the AGM within four months of the end of the Company's fiscal year.
7. Hold Board meetings at least quarterly.
8. Ensure audited balance sheets and income statements are prepared at fiscal year-end, reviewed by external auditors, and submitted to shareholders for approval.
9. Deliberate and approve other significant matters that affect the Company, as deemed necessary to maximize corporate value.
10. The Board may delegate authority to one or more directors, committee, or other individuals as it deems appropriate and within any time limits subject to Board oversight. The Board may revoke or amend such delegations at any time.
11. Directors must not engage in businesses that directly compete with the Company, either personally or via partnership or directorship, unless they disclose such conflicts in advance at a shareholders' meeting.

Unless otherwise authorized by a resolution of the shareholders' meeting, the following matters shall not be undertaken. In this regard, any director who has a vested interest or conflict of interest with the Company or its subsidiaries shall not be entitled to vote on such matters.

1. Matters legally requiring shareholder approval
2. Related-party transactions as defined by law or SET regulations

The following matters must be approved by a resolution of the Board of Directors passed by a majority of the directors attending the meeting, and by a resolution of the shareholders' meeting passed by not less than three-fourths of the total votes of the shareholders attending the meeting and having the right to vote.

1. Sale or transfer of all or a substantial part of the Company's business

2. Acquisition of another company or business
3. Execution, amendment, or termination of major leases, assignments of business operations, or business combination/joint venture agreements
4. Amendments to the Memorandum of Association or Articles of Association
5. Capital raising, reduction of capital, issuance of debentures, merger, or dissolution
6. Any other matters as prescribed under the provisions of the securities law and/or the regulations of the Stock Exchange of Thailand that require approval by the Board of Directors and the shareholders' meeting by the voting thresholds mentioned above.

Board charter : Yes

The Board of Directors is regarded as a key body of the organization, entrusted with essential roles, duties, and responsibilities in corporate governance. The Board is responsible for establishing the company's objectives, strategies, policies, and budget, as well as overseeing management in order to ensure that the company is operated in compliance with applicable laws, objectives, the company's articles of association, and resolutions of the shareholders' meeting.

The Board of Directors must perform its duties with responsibility, prudence, diligence, and honesty, with the best interests of the company in mind and in a fair manner toward all stakeholders, in accordance with the principles of Good Corporate Governance. In addition, the Board is responsible for overseeing and considering various significant matters within its scope of authority and providing constructive opinions that contribute to the organization's development.

## 7.3 Information on subcommittees

### 7.3.1 Information on roles of subcommittees

#### Roles of subcommittees

##### Audit Committee

#### Role

- Audit of financial statements and internal controls

#### Scope of authorities, role, and duties

##### 1. Authority

The Audit Committee holds the authority to invite management or Company officers to meetings for clarification, to provide opinions, or to submit requested documents as deemed necessary.

1.1 To consider and approve the nomination of auditors, along with their remuneration, to the Board of Directors for appointment by the Annual General Meeting of Shareholders, and to annually evaluate the auditors' performance.

1.2 To acknowledge non-audit services and their remuneration, ensuring that the auditors' independence in their duties is not compromised.

1.3 To consider and decide in cases where management and auditors have differing opinions regarding financial reports, or face limitations in audit procedures

1.4 To review operating procedures and oversee related party transactions and connected transactions that may involve conflicts of interest, ensuring compliance with relevant laws and regulations.

1.5 To consider and approve the appointment, removal, transfer, or termination, as well as the assessment of performance, of the Head of Internal Audit, as proposed by the Executive Committee.

1.6 To consider reports from the Risk Management Working Group and the Company's management, and to discuss with management the policies for risk assessment and management.

1.7 To engage external consultants or professional experts to provide advice or opinions as deemed appropriate by the Audit Committee.

1.8 To meet with the auditors at least once a year without the presence of management to discuss audit matters.

1.9 To report to the Board of Directors for corrective action on material conflicts of interest, fraudulent activities, internal control deficiencies, or significant non-compliance with relevant laws affecting the financial position and operating results, as per the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand.

##### 2. Duties and Responsibilities

##### 2.1 Financial Reporting

2.1.1 To review financial reports and assess the completeness of information acknowledged by the Audit Committee, and to evaluate the appropriateness of accounting principles used in financial reporting.

2.1.2 To review significant accounting and financial reporting issues, including complex or unusual transactions, and items requiring judgment.

2.1.3 To inquire about management and the auditors regarding audit findings, significant risks related to financial reporting and plans to mitigate such risks.

2.1.4 To review the effectiveness of internal controls related to the financial statement preparation process.

##### 2.2 Internal Control

2.2.1 To review that management has established appropriate internal controls, including controls over information

technology systems, and guidelines for communicating the importance of internal controls and risk management throughout the Company.

2.2.2 To ensure that recommendations concerning internal controls made by internal and external auditors have been implemented by management.

### 2.3 Internal Audit

2.3.1 To review and approve the internal audit charter, annual work plan, and necessary personnel and resources for operations.

2.3.2 To review the activities and operations of the Internal Audit Department to ensure its independence in performing its duties.

2.3.3 To review the effectiveness of internal audit operations, ensuring compliance with internal auditing standards.

### 2.4 Regulatory Compliance

2.4.1 To review and approve the internal audit charter of the Internal Audit Department, and to oversee the annual work plan, as well as necessary personnel and resources for operations.

2.4.2 To regularly consider changes in laws and regulations proposed by the Internal Audit Department that affect the Company's operations.

2.4.3 To review findings from regulatory bodies overseeing the Company and the results of corrective actions, and to report these to the Board of Directors.

2.4.4 To review the effectiveness of the system for monitoring compliance with laws and regulations, and the results of corrective actions in cases of non-compliance.

### 2.5 Risk Management

2.5.1 To review the adequacy of governance over policies and functions related to risk management for the Company and its subsidiaries.

2.5.2 To review the effectiveness of the risk management system for the Company and its subsidiaries.

### 2.6 Ethics for Executives and Employees

2.6.1 To ensure that the business ethics for executives and employees and the policy for preventing conflicts of interest are documented and acknowledged by all executives and employees.

2.6.2 To promote adherence to business ethics and the policy for preventing conflicts of interest.

2.6.3 To review and ensure that the Company complies with its anti-corruption policies in an appropriate and effective manner.

### 2.7 Evaluation

2.7.1 To regularly review and evaluate the Audit Committee Charter and submit it for approval to the Board of Directors when amendments are made

2.7.2 To conduct self-assessments at least once a year and present the results to the Board of Directors

### 2.8 Other Responsibilities

2.8.1 To perform other duties as assigned by the Board of Directors.

### Reference link for the charter

-

## Executive Committee

### Role

- Others
  - To manage the company in compliance with applicable laws, the company's objectives, Articles of Association, resolutions of the shareholders' meeting, and resolutions of the Board of Directors, with integrity, prudence, and in the best interest of the company

### Scope of authorities, role, and duties

1. To manage the company in compliance with applicable laws, the company's objectives, Articles of Association, resolutions of the shareholders' meeting, and resolutions of the Board of Directors, with integrity, prudence, and in the best interest of the company, and to convene the Executive Committee meeting at least once a month.
2. To be responsible for the following matters, as necessary for business operations, which must be proposed to the Board of Directors for approval or endorsement:
  - 2.1 The company's policies, objectives, and annual plans.
  - 2.2 The company's annual budget.
  - 2.3 Investment strategies, policies, and objectives to serve as a framework for management to follow in operations.
  - 2.4 Salary structure and employee benefits to ensure fair and appropriate compensation for the employees.
3. To carry out duties assigned by the Board of Directors.
4. To have the authority to recruit, appoint, transfer, dismiss, terminate employment, determine salary levels, grant gratuities and rewards, approve salary increases, compensation, and bonuses for all company personnel from the Chief Executive Officer downward.
5. To have the authority to approve the opening and management of bank accounts, both domestically and internationally, as deemed appropriate for overall cash management.
6. To perform the following duties within the scope of authority specified for each matter:
  - 6.1 To supervise and determine the direction of business investments within the scope assigned by the Board of Directors and in accordance with applicable laws.
  - 6.2 To issue orders, regulations, announcements, and memos to ensure operations align with company policies and interests, and to maintain internal work discipline.
  - 6.3 To act and represent the Company in dealings with external parties in matters relating to or benefiting the company.
  - 6.4 To approve the appointment of various consultants necessary for business operations.
  - 6.5 To perform other duties assigned by the Board of Directors from time to time.
  - 6.6 Other approval authorities not specified above shall follow the scope of approval authority as approved in the Board of Directors' Meeting No. 2/2016 and as subsequently amended.

### Reference link for the charter

-

## Nomination and Remuneration Committee

### Role

- Director and executive nomination
- Remuneration

### Scope of authorities, role, and duties

#### Nomination

1. To establish criteria and policies for the nomination of directors and members of sub-committees, taking into consideration the suitability of the size, structure, and composition of the Board of Directors, and to determine the qualifications of directors for submission to the Board of Directors and/or for approval by the shareholders' meeting, as applicable.
2. To consider, nominate, select, and propose qualified persons for appointment as directors in replacement of those whose terms have expired and/or in the event of a vacancy and/or for additional appointments.
3. To consider and select executives of the Company, particularly for the position of Chief Executive Officer.
4. To perform any other duties relating to nomination as assigned by the Board of Directors.

#### Remuneration

1. To establish criteria and policies for determining the remuneration of the Board of Directors, sub-committees, and the Chief Executive Officer, for submission to the Board of Directors and/or for approval by the shareholders' meeting, as applicable.
2. To determine appropriate and necessary remuneration, both monetary and non-monetary, for the Board of Directors on an individual basis. In determining the remuneration of the directors and the Chief Executive Officer, consideration shall be given to the scope of duties and responsibilities, performance, comparison with companies in similar industries, and the benefits expected to be received from the directors and the Chief Executive Officer, for submission to the Board of Directors for consideration and approval.
3. To be accountable to the Board of Directors and to provide clarification and respond to inquiries regarding the remuneration of directors, sub-committee members, and senior executives at the shareholders' meeting.
4. To report the policies and the principles/basis for determining the remuneration of directors and executives in accordance with the requirements of the Stock Exchange of Thailand, with disclosure in the Company's Annual Registration Statement (Form 56-1 One Report) and the Company's Annual Report.
5. To perform any other duties relating to remuneration as assigned by the Board of Directors.

In this regard, the management and relevant departments shall report or submit relevant information and documents to the Nomination and Remuneration Committee in order to support the Committee in carrying out its duties and responsibilities effectively in accordance with the assigned mandate.

### Reference link for the charter

-

## Corporate Governance and Sustainability Committee

### Role

- Corporate governance
- Sustainability development

### Scope of authorities, role, and duties

1. To establish and review policies and guidelines in accordance with the principles of good corporate governance, including requirements relating to the Company's Code of Business Conduct, anti-corruption measures, corporate social

responsibility and environmental policies, covering the management of climate change, human rights, and other related policies, to serve as rules and practical guidelines for the Company's directors, executives, and employees.

2. To oversee the implementation and provide advice and recommendations on operations in the economic, social, environmental, and corporate governance dimensions, including the management of climate change and human rights, in order to ensure the Company's sustainable business operations in the long term, as well as to provide guidance on stakeholder responsibility.

3. To promote the dissemination and understanding of the culture of good corporate governance and sustainability, and to encourage participation among executives and personnel at all levels of the Company, ensuring effective implementation in practice.

4. To support, supervise, and monitor operations to ensure compliance with applicable laws, regulations, organizational rules, and requirements of government authorities and regulatory bodies, as well as with good corporate governance principles in accordance with both domestic and international standards.

5. To have the authority to appoint and define the roles and responsibilities of sub-committees or working groups as necessary. The Corporate Governance and Sustainability Committee shall supervise and monitor the progress of the operations of such sub-committees or working groups.

6. To conduct an annual performance evaluation of the Corporate Governance and Sustainability Committee and report the results to the Board of Directors at least once a year.

7. To have the authority to engage advisors or independent experts in accordance with the Company's regulations to provide opinions or advice at the Company's expense.

8. To regularly review the Committee Charter and improve the Company's corporate governance and sustainable development policies, and propose such matters to the Board of Directors for consideration.

9. To report to the Board of Directors at least once a year on the Company's sustainability performance.

10. To perform any other duties as assigned by the Board of Directors.

#### Reference link for the charter

-

### Risk Management Committee

#### Role

- Risk management

#### Scope of authorities, role, and duties

1. To establish the Company's risk management policy and framework in an appropriate and effective manner.

2. To ensure that risk assessment, analysis, and review are conducted on a regular basis.

3. To consider and provide opinions on the determination of the Company's acceptable level of risk (Risk Appetite) and risk assessment criteria.
4. To approve the establishment of, and oversee, the Risk Management Working Group, which is responsible for implementing the policy and reporting progress to the Risk Management Committee.
5. To supervise and monitor the implementation of the risk management framework throughout the process to ensure that it is carried out appropriately in accordance with the established policies and objectives.
6. To oversee the reporting of significant risk management results and areas requiring improvement to the Board of Directors.
7. To promote and support the development of an appropriate risk management and internal control culture within the Company.
8. To have the authority to engage advisors or independent experts in accordance with the Company's regulations to provide opinions or advice, as well as recommendations for improving risk management processes, structures, regulations, risk management plans, and other related practices in risk management.
9. To perform any other duties as assigned by the Board of Directors.

#### **Reference link for the charter**

-

### **Strategic Committee**

#### **Role**

- Others
  - Establish, review, and oversee the Company's strategy

#### **Scope of authorities, role, and duties**

1. To establish policies and processes for strategic development, as well as to oversee and review the Company's corporate strategy, and to provide recommendations to management regarding the development of corporate strategy in alignment with the Company's mission, vision, strategic objectives, and relevant policies.
2. To evaluate and propose innovation initiatives, including opportunities to improve business processes, develop new products or services, and adopt innovation or technology, taking into consideration alignment with the Company's sustainability policies and practices.
3. To monitor and evaluate progress toward the achievement of the Company's strategic objectives, and to provide analytical recommendations regarding strategies related to mergers and acquisitions, finance and investment, marketing capabilities, and resource requirements.

4. To assess risks and opportunities associated with the Company's strategies and propose approaches for enterprise risk management in alignment with the Company's risk management policies.
  
5. To consider and provide recommendations on budgets related to the Company's strategies, including investments in digital technology and other significant related projects.
  
6. To foster an organizational culture that promotes creativity, learning, and innovation at all levels of the organization.
  
7. To regularly review the Charter of the Strategy Committee and propose revisions to the Board of Directors for consideration.
  
8. When necessary or beneficial, to engage advisors or independent experts to assist the Strategy Committee in supporting the alignment of the Company's business operational plans, in accordance with the Company's regulations.
  
9. To report its performance to the Board of Directors at least once a year regarding the Company's strategic performance and/or to provide material observations or recommendations to management.
  
10. To perform any other duties and responsibilities as assigned by the Chairman of the Board of Directors.

**Reference link for the charter**

-

**7.3.2 Information on each subcommittee**

**List of audit committee**

List of directors	Position	Appointment date of audit committee member	Skills and expertise
-------------------	----------	--	----------------------

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. WUTH MEECHOUAY  Gender: Male  Age : 76 years  Highest level of education : Master's degree  Study field of the highest level of education : Law  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : No</p>	<p>Chairman of the audit committee  (Non-executive directors, Independent director)   Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>15 Jan 2020</p>	<p>Law, Audit, Business Administration, Data Analysis, Governance/ Compliance</p>
<p>2.  Mr. NARONG DECHATHANARUJIKORN<sup>(*)</sup>  Gender: Male  Age : 58 years  Highest level of education : Master's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : Yes</p>	<p>Member of the audit committee  (Non-executive directors, Independent director)   Director type : Existing director</p>	<p>3 Oct 2019</p>	<p>Accounting, Audit, Law, Finance, Governance/ Compliance</p>
<p>3. Mr. TAWEE MEE-NGERN  Gender: Male  Age : 68 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Politics and Government  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : No</p>	<p>Member of the audit committee  (Non-executive directors, Independent director)   Director type : Existing director</p>	<p>3 Oct 2019</p>	<p>Media &amp; Publishing, Governance/ Compliance, Business Administration, Economics, Marketing</p>

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>4. Mr. WOOTHISARN TANCHAI</p> <p>Gender: Male</p> <p>Age : 67 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	7 Sep 2023	Law, Economics, Business Administration, Governance/ Compliance, Strategic Management

Additional explanation :

(\*) Directors with expertise in accounting information review

#### List of executive committee members

List of directors	Position	Appointment date of executive committee member
<p>1. Mr. TAKORN RATTANAKAMOLPORN</p> <p>Gender: Male</p> <p>Age : 43 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	The chairman of the executive committee	22 May 2018
<p>2. Mr. CHAITHAD KULCHOKWANICH</p> <p>Gender: Male</p> <p>Age : 50 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	27 Jun 2016

List of directors	Position	Appointment date of executive committee member
<p>3. Ms. PONDKARN RATTANAKAMOLPORN</p> <p>Gender: Female</p> <p>Age : 52 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	27 Jun 2016
<p>4. Ms. MUTTANA WICHEANKAEWMANEE</p> <p>Gender: Female</p> <p>Age : 43 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	22 May 2018
<p>5. Mr. CHAIYUT EIADKAEW</p> <p>Gender: Male</p> <p>Age : 64 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Electric Power</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	22 May 2018

#### Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. WUTH MEECHOUAY	The chairman of the subcommittee (Independent director)
	Mr. TAWEE MEE-NGERN	Member of the subcommittee (Independent director)
	Mr. CHAITHAD KULCHOKWANICH	Member of the subcommittee

Subcommittee name	Name list	Position
Corporate Governance and Sustainability Committee	Mr. TAWEE MEE-NGERN	The chairman of the subcommittee (Independent director)
	Mr. CHAITHAD KULCHOKWANICH	Member of the subcommittee
	Mr. NARONG DECHATHANARUJIKORN	Member of the subcommittee (Independent director)
Risk Management Committee	Ms. PONDKARN RATTANAKAMOLPORN	The chairman of the subcommittee
	Mr. CHAITHAD KULCHOKWANICH	Member of the subcommittee
	Mr. CHAIYUT EIADKAEW	Member of the subcommittee
	Mr. NARONG DECHATHANARUJIKORN	Member of the subcommittee (Independent director)
Strategic Committee	Mr. PICHIT VIWATRUJIRAPONG	The chairman of the subcommittee
	Mr. TAKORN RATTANAKAMOLPORN	Member of the subcommittee
	Mr. CHAITHAD KULCHOKWANICH	Member of the subcommittee
	Ms. PONDKARN RATTANAKAMOLPORN	Member of the subcommittee
	Ms. MUTTANA WICHEANKAEWMALEE	Member of the subcommittee
	Mr. TAWEE MEE-NGERN	Member of the subcommittee (Independent director)
	Mr. Prasong Sudampan	Member of the subcommittee



## 7.4 Information on the executives

### 7.4.1 List and positions of the executive

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

The Board of Directors' Meeting No. 1/2026 resolved to approve the revision of the Company's organizational structure and acknowledged the appointment of new executives as follows: Mr. Chaithad Kulchokwanich as Deputy Chief Executive Officer, Ms. Achawan Tangdamrongkul as Chief Operating Officer, and Mr. Kantanut Suppawichaikand as Chief Legal Officer, as well as the reassignment of certain existing executives, effective 26 February 2026.

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. TAKORN RATTANAKAMOLPORN            Gender: Male            Age : 43 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 EXECUTIVE OFFICER            (The highest-ranking executive)</p>	<p>23 Dec 2014</p>	<p>Engineering, Strategic Management, IT Management, Business Administration, Governance/ Compliance</p>
<p>2. Mr. CHAITHAD KULCHOKWANICH<sup>(*)</sup>            (***)            Gender: Male            Age : 50 years            Highest level of education : Master's degree            Study field of the highest level of education : Economics            Thai nationality : Yes            Residing in Thailand : Yes            Highest responsibility in corporate accounting and finance : Yes            Accounting supervisor : No</p>	<p>Deputy Chief Executive Officer</p>	<p>26 Feb 2026</p>	<p>Economics, Finance, Engineering, Information &amp; Communication Technology, Governance/ Compliance</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Ms. PONDKARN RATTANAKAMOLPORN (***) Gender: Female Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief People Officer	26 Feb 2026	Human Resource Management, Corporate Management, Risk Management, Governance/ Compliance, Business Administration
<p>4. Mr. CHAIYUT EIADKAEW Gender: Male Age : 64 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Electric Power Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Technical Officer	23 Dec 2014	Electronic Components, Project Management, Governance/ Compliance, Business Administration, Information & Communication Technology
<p>5. Mr. Prasong Sudampan Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Marketing Officer	12 May 2023	Business Administration, Paper & Printing Materials, Marketing, Project Management, Information & Communication Technology

List of executives	Position	First appointment date	Skills and expertise
6. Ms. Achawan Tangdamrongkul <sup>(***)</sup> Gender: Female Age : 47 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	Chief Operating Officer	26 Feb 2026	Finance, Accounting, Human Resource Management, Business Administration
7. Mr. Kantanut Suppawichaikand <sup>(***)</sup> Gender: Male Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Legal Officer	26 Feb 2026	Law, Procurement, Data Analysis

*Additional Explanation :*

*(\*) Highest responsibility in corporate accounting and finance*

*(\*\*) Accounting supervisor*

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

#### **7.4.2 Remuneration policy for executive directors and executives**

The setting of directors' and executives' remuneration shall be aligned with their duties and responsibilities, as well as benchmarking against companies listed on the Stock Exchange of Thailand or those operating in similar industries or of comparable size. Such remuneration is intended to encourage directors to effectively perform their duties and achieve the Company's business objectives.

The setting of directors' remuneration is delegated to the Nomination and Remuneration Committee, which is responsible for considering its reasonableness and overseeing the process. The Committee shall review and propose the appropriate amount or rate of remuneration to the Board of Directors for approval, As for executives' remuneration, it shall be considered based on performance evaluation results and the Company's overall performance, and shall be proposed to the Board of Directors for approval.

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

The Nomination and Remuneration Committee has determined the remuneration of the executives by taking into consideration their respective responsibilities and performance, as well as benchmarking against companies listed on the Stock Exchange of Thailand or other companies within similar industries or of comparable size. The Committee concluded that the remuneration for directors and executives is appropriate and competitive, enabling the Company to retain qualified individuals who can continue to perform their duties effectively.

### 7.4.3 Remuneration of executive directors and executives

#### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	10,537,470.12	15,603,189.89	23,026,551.04

#### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	524,352.00	960,792.00	1,172,000.00
Employee Stock Ownership Plan (ESOP)	No	No	-
Employee Joint Investment Program (EJIP)	No	No	-

#### Outstanding remuneration or benefits of executive directors and executives

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

## 7.5 Information on employees

### Information on the company's employees

#### Employees

	2023	2024	2025
<b>Total employees</b> (persons)	334	345	379
Male employees (persons)	194	206	222
Female employees (persons)	140	139	157

#### Number of employees by position and department

##### Number of male employees by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	156	153	168
Total number of male employees in management level (Persons)	34	49	50
Total number of male employees in executive level (Persons)	4	4	4

##### Number of female employees by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	116	97	111
Total number of female employees in management level (Persons)	22	37	42
Total number of female employees in executive level (Persons)	2	5	4

#### Significant changes in the number of employees

Significant changes in number of employees over the past : No

3 Years

## Information on employee remuneration

### Employee remuneration

	2023	2024	2025
<b>Total employee remuneration</b> (baht)	217,621,272.95	225,168,351.04	347,622,107.20

## Information on provident fund management

### Provident fund management policy

Provident fund management policy : No

## Overview of methods for determining employee and employer contribution Rates

### Participation in provident fund membership (PVD)

#### Details of provident fund participation (PVD)

#### Number of employees eligible to participate in PVD

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	334	345	379
Number of employees joining in PVD (persons)	208	222	257
Total amount of provident fund contributed by the company (%)	62.28	64.35	67.81
Number of PVD members / Total eligible employees (%)	62.28	64.35	67.81

#### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	5,146,381.41	5,899,083.02	6,601,514.17
Total amount of provident fund contributed by employee (baht)	6,199,155.55	7,142,582.40	8,208,092.64

**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 (%)
DITTO (THAILAND) PUBLIC COMPANY LIMITED	Yes	379	379	257	67.81%	67.81%

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

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

**Providing education or information on selecting appropriate investment policies**

The Company has conducted a selection process to appoint an Asset Management Company (AMC) to manage its Provident Fund. This initiative aims to enhance management efficiency and maximize benefits for the fund members. Furthermore, the Company, in collaboration with the AMC, organized 'Money Talk' educational sessions to provide employees with insights into the fund’s details and available investment plans, enabling members to make informed decisions and select investment options that best suit their individual goals.

## 7.6 Other significant information

### 7.6.1 Assigned person

#### List of persons assigned for accounting oversight

Ms. Waranit Thammasitboon is the Company's Accounting Manager, is directly responsible for overseeing accounting operations. She meets the qualifications and conditions for an accountant as stipulated by the Department of Business Development, Ministry of Commerce.

General information	Email	Telephone number
1. Ms. Waranit Thammasitboon	waranit.th@dittothailand.com	02-517-5555

#### List of the company secretary

Company Secretaries: Ms. Achawan Tangdamrongkul and Ms. Davinee Vijitpiyakul were appointed by the Board of Directors' Meeting No. 1/2016, held on 9 March 2016.

General information	Email	Telephone number
1. Ms. Achawan Tangdamrongkul	corporate@dittothailand.com	02-517-5555
2. Ms. Davinee Vijitpiyakul	davinee@siamtc.co.th	02-517-5555

#### List of the head of internal audit or outsourced internal auditor

Audit House Co., Ltd. was approved for appointment as the internal auditor for the Company and its subsidiaries for the year 2026 by the Audit Committee Meeting No. 4/2025, held on 13 November 2025.

General information	Email	Telephone number
1. - Audit House Co., Ltd. -	auditohouse.thana@yahoo.com	02-530-6887

#### List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. Kantanut Suppawichaikand	kantanut@dittothailand.com	025175555

### 7.6.2 Head of investor relations

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

## List of the head of investor relations

General information	Email	Telephone number
1. Ms. Kanjama Varabuntoonvit	ir@dittothailand.com	02-517-5555

## 7.6.3 Company's auditor

### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
<p>SIAM TRUTH AUDIT COMPANY LIMITED</p> <p>No. 338, Preecha Complex Building A, 8th Floor, Ratchadaphisek Road. SAM SEN NOK HUAI KHWANG</p> <p>Bangkok 10310</p> <p>Telephone +66 2275 9599,+669 4559 3894</p>	2,050,000.00	<p>Types of non-audit service: IT Audit</p> <p>Details of non-audit service: IT Audit</p> <p>Amount paid during the fiscal year: 0.00 baht</p> <p>Amount to be paid in the future: 53,500.00 baht</p> <p>Total non-audit fee: 53,500.00 baht</p>	<p>1. Mr. BUNJONG PICHAYAPRASAT Email: bunjong@siamtruth.com License number: 7147</p> <p>2. Mr. KRAISIT SILAPAMONGKONKUL Email: kraisit@siamtruth.com License number: 9429</p> <p>3. Ms. KHAYMANUNDT CHAICHUEN Email: khaymanundt@siamtruth.com License number: 8260</p> <p>4. Ms. SUNISA SEMA Email: sunisa@siamtruth.com License number: 7707</p> <p>5. Ms. KORNPREEYA SOONPHIPHATSAKUL Email: kornpreeya@siamtruth.com License number: 10001</p>

#### Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees
1,250,000.00	Types of non-audit service: Service Fee for Information Preparation  Details of non-audit service: Fee for Preparation of Information for Submission of Filing Application  Amount paid during the fiscal year: 300,000.00 baht Amount to be paid in the future: N/A baht Total non-audit fee: 300,000.00 baht

#### 7.6.4 Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

## 8. Report on key operating results on corporate governance

### 8.1 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 vital role in setting policies and strategies to enhance the Company's competitiveness and in overseeing management to ensure efficient operations that create value for investors. The Board has provided oversight and consideration on key matters in accordance with its roles and responsibilities as well as offered valuable insights that contribute to the development of the organization.

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

##### Directors' and Executives' Development

The Company supports directors, executives, and the Company Secretary in attending seminars and participating in continuous professional development programs, with the Company bearing the associated costs. Newly appointed directors are provided with an orientation program covering general information and an overview of the Company's business operations, including key operational information and summaries of each business segment, organizational structure, operating results, and relevant rules and regulations. This is to ensure that directors are adequately informed prior to assuming their duties, enabling them to perform their roles and oversee the Company's operations effectively.

##### Performance Evaluation of Directors

The Company conducts an annual performance evaluation of the Board of Directors, both on a collective basis and on an individual basis, as well as an evaluation of sub-committees on a collective basis, once a year. The evaluation criteria comprehensively cover the performance of directors' duties. The Company Secretary is responsible for distributing the evaluation forms to all directors for completion, after which the results are compiled, summarized, and presented to the Board of Directors for acknowledgment.

### 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
1. Mr. TAKORN RATTANAKAMOLPORN	Director (Executive Directors)	10 Oct 2013	Engineering, Strategic Management, IT Management, Business Administration, Governance/ Compliance
2. Mr. CHAITHAD KULCHOKWANICH	Director (Executive Directors)	10 Oct 2013	Economics, Finance, Engineering, Information & Communication Technology, Governance/ Compliance
3. Mr. WUTH MEECHOUAY	Director (Non-executive directors, Independent director)	15 Jan 2020	Law, Audit, Business Administration, Data Analysis, Governance/ Compliance

## Selection of independent directors

### Criteria for selecting independent directors

#### Composition and Nomination of Independent Directors and the Audit Committee

The Audit Committee shall comprise at least three independent directors, each serving a term of three years. The Company has a policy for the nomination of audit committee members/independent directors, who must possess the following qualifications:

1. Holds no more than 1% of the total voting shares of the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons of the company, including shares held by related persons.
2. Is not, and has not been, an executive director, employee, staff member, salaried advisor, or controlling person of the company, its parent company, subsidiaries, affiliates, or entities in the same level of subsidiaries, major shareholders, or controlling persons of the company, unless the person has ceased to have such characteristics for not less than two years before the appointment.
3. Has no blood relationship or legal relationship as a parent, spouse, sibling, or child, including the spouse of a child, with any executive, major shareholder, controlling person, or person to be nominated as an executive or controlling person of the company or its subsidiaries.
4. Has no business relationship or has never had any business relationship with the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons in a manner that may interfere with their independent judgment, including not being or having been a significant shareholder or controlling person of entities with significant business relationships with the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons, unless such relationship has ended at least two years prior to the

appointment. Business relationships include transactions as defined in the Notification of the Capital Market Supervisory Board No. TorJor. 39/2559 Re: Application for and Approval of the Offering of Newly Issued Shares, dated 30 September 2016 (including any amendments).

5. Is not and has never been an auditor of the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons, and must not be a significant shareholder, controlling person, or partner of the audit firm that employs the auditor of such entities, unless the relationship ended at least two years prior to the appointment.
6. Is not and has never been a professional service provider, including legal or financial advisors, who received service fees exceeding two million baht per year from the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons, and must not be a significant shareholder, controlling person, or partner of such professional service provider, unless such relationship ended at least two years prior to the appointment.
7. Is not a director appointed as a representative of the company's director, major shareholders, or shareholders related to the company's major shareholders.
8. Does not operate a business of the same nature and in significant competition with the company or its subsidiaries, and must not be a significant partner in a partnership, or a director with management authority, employee, salaried advisor, or a shareholder holding more than 1% of the total voting shares in a company that operates a business of the same nature and in significant competition with the company or its subsidiaries.
9. Has no other characteristics that would hinder them from providing independent opinions on the company's operations.
10. Is not a director assigned by the board of directors to make decisions on the business operations of the company, its parent company, subsidiaries, affiliates, or companies at the same subsidiary level, major shareholders, or controlling persons.
11. Is not a director of the parent company, subsidiary, or same-level subsidiary, specifically if they are a listed company on the Stock Exchange of Thailand.

Additionally, at least one independent director serving as a member of the audit committee must possess adequate knowledge and experience in accounting or finance to be able to review the credibility of the financial statements. The company also considers other qualifications, such as industry experience, specialized expertise relevant to the business, and ethical standards.

#### **Business or professional relationships of independent directors over the past year**

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

#### **Selection of directors and the highest-ranking executive**

##### **Method for selecting directors and the highest-ranking executive**

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

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

#### **Rights of minority shareholders on director appointment**

The Company provides minority shareholders with the opportunity to propose agenda items and nominate qualified individuals for election as directors in advance of the Annual General Meeting of Shareholders. The Company has set out the criteria and procedures for such proposals on its website [www.dittothailand.com](http://www.dittothailand.com) under *Investor Relations>Shareholder Info>Shareholders' Meeting*, and has also announced the same through the Stock Exchange of Thailand's information disclosure channels. In addition, the Company has provided standardized forms to facilitate shareholders in proposing agenda items and nominating candidates.

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

Skill and expertise	Skills and expertise
Knowledgeable in Digital Transformation and the use of technology to develop and transform organizations into digital enterprises, with an understanding of Green Technology.	Information & Communication Technology, IT Management, Data Analysis, Strategic Management, Governance/ Compliance

### 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

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. WOOTHISARN TANCHAI (Chairman of the board of directors, Independent director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: Anti-corruption in the organization</li> <li>• 2024: Corporate Strategy Primer</li> <li>• 2020: The Role of the Board in IT Governance</li> <li>• 2013: Corporate Governance for Directors and Senior Executives of State Enterprises and Public Organizations, Batch 1</li> </ul>
2. Mr. TAKORN RATTANAKAMOLPORN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2015: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Anti-corruption in the organization</li> <li>• 2025: Collaborative Leadership Through Connection &amp; Communication</li> <li>• 2024: Corporate Strategy Primer</li> <li>• 2024: Enterprise Risk Management</li> <li>• 2023: Wealth of Wisdom (WOW #2)</li> </ul>
3. Mr. CHAITHAD KULCHOKWANICH (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2015: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Anti-corruption in the organization</li> <li>• 2025: Road to Certify with Thai CAC</li> <li>• 2024: Corporate Strategy Primer</li> <li>• 2024: Enterprise Risk Management</li> <li>• 2023: CFO Conference 2023 : Embracing Changes &amp; Unveiling the Path to Business Resilience and Success</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
4. Ms. PONDKARN RATTANAKAMOLPORN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2009: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Anti-corruption in the organization</li> <li>• 2025: Collaborative Leadership Through Connection &amp; Communication</li> <li>• 2025: The Executive NLP Master Class</li> <li>• 2024: Corporate Strategy Primer</li> <li>• 2024: Enterprise Risk Management</li> </ul>
5. Mr. CHAIYUT EIADKAEW (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2020: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Anti-corruption in the organization</li> <li>• 2025: Collaborative Leadership Through Connection &amp; Communication</li> <li>• 2025: Tree Plantation, Care and Maintenance, Plot Layout Planning, and Tree Mortality Rate Assessment</li> <li>• 2024: Corporate Strategy Primer</li> <li>• 2024: Enterprise Risk Management</li> </ul>
6. Ms. MUTTANA WICHEANKAEWMANEE (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2020: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Anti-corruption in the organization</li> <li>• 2024: Enterprise Risk Management</li> <li>• 2024: Corporate Strategy Primer</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
7. Mr. NARONG DECHATHANARUJIKORN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2017: Advanced Audit Committee Program (AACP)</li> <li>• 2017: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Anti-corruption in the organization</li> <li>• 2024: Enterprise Risk Management</li> </ul>
8. Mr. TAWEE MEE-NGERN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2020: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Anti-corruption in the organization</li> <li>• 2025: Insight in SET: ID &amp; Focus Comprehensive Knowledge for Sustainable Growth in the Capital Market</li> <li>• 2025: Tree Plantation, Care and Maintenance, Plot Layout Planning, and Tree Mortality Rate Assessment</li> <li>• 2024: Corporate Strategy Primer</li> <li>• 2024: Enterprise Risk Management</li> <li>• 2009: Democratic Governance and Politics for Senior Executives, Batch 13</li> <li>• 2002: Senior Justice Administration Executive Program , Batch 5</li> </ul>
9. Mr. WUTH MEECHOUAY (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2020: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Anti-corruption in the organization</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
10. Mr. PICHIT VIWATRUJIRAPONG (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2013: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Anti-corruption in the organization</li> <li>• 2024: Corporate Strategy Primer</li> </ul>

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

#### Performance Evaluation of Company Directors

The Company conducts an annual performance evaluation of the Board of Directors, both on a collective basis and on an individual basis, as well as an evaluation of sub-committees on a collective basis, once a year. The evaluation criteria comprehensively cover the performance of directors' duties. The Company Secretary is responsible for distributing the evaluation forms to all directors for completion, after which the results are compiled, summarized, and presented to the Board of Directors for acknowledgment.

#### Evaluation Criteria for the Board of Directors

##### 1. Topics for Individual Director Evaluation

###### Personal Qualifications:

To assess whether the director possesses suitable qualifications, knowledge, and expertise that are beneficial to corporate governance.

###### Readiness to Perform Duties:

To assess whether the director has sufficient knowledge and understanding of their roles, duties, and responsibilities, including the company's business operations, nature of the business, core products, and stakeholder groups, as well as whether they stay regularly updated on developments that may impact the company.

###### Participation in Meetings:

To assess whether the director thoroughly reviews documents and relevant information necessary to perform their duties before and after meetings, provides useful input, and strictly complies with meeting regulations and protocols.

###### Roles, Duties, and Responsibilities:

To assess whether the director is dedicated and committed in fulfilling their duties, actively participates in key company activities, strictly adheres to the Board Charter and related rules and regulations, monitors management's performance appropriately, and offers constructive suggestions.

###### Relationship with Other Directors and Management:

To assess whether the director maintains good working relationships with fellow board members and the management team.

##### 2. Topics for Board-Level Evaluation

###### Structure and Qualifications of the Board:

To assess whether the number of directors is appropriate for the size and nature of the business. This includes consideration of the qualifications, composition, tenure, appointment of sub-committees, criteria for holding office, and other relevant aspects.

**Roles, Duties, and Responsibilities of the Board:**

To assess whether the Board dedicates sufficient time and attention to its duties, appropriately reviews relevant policies and principles, ensures transparency and clarity in the nomination and selection process of directors, and regularly follows up on management’s performance to ensure alignment with board policies, objectives, and resolutions.

**Board Meetings:**

To assess whether directors understand and comply with meeting regulations, are informed of the meeting schedule in advance to allow sufficient time to attend, whether the frequency and duration of meetings are appropriate, and whether directors receive meeting materials in advance with accurate, complete, and relevant information that facilitates sound decision-making.

**Board Dynamics:**

To assess whether each director attends meetings regularly, comes well-prepared with adequate knowledge of the issues, prioritizes agenda items appropriately, allocates sufficient time for discussions, expresses opinions freely, and poses thoughtful, challenging questions that support business development.

**Relationship with Management:**

To assess whether the Board provides open and direct opportunities for management to seek advice or consultation, and whether the Board demonstrates trust, respect, and confidence in management’s ability to perform its duties.

**Director Development:**

To assess whether directors understand their roles, duties, and responsibilities as board members, possess adequate knowledge and understanding of relevant laws and best practices, and whether the company provides proper orientation for new directors. It also includes ensuring that management delivers essential documents to help directors understand the business and their responsibilities, and encourages all directors to pursue continuous training and development to enhance their knowledge and skills.

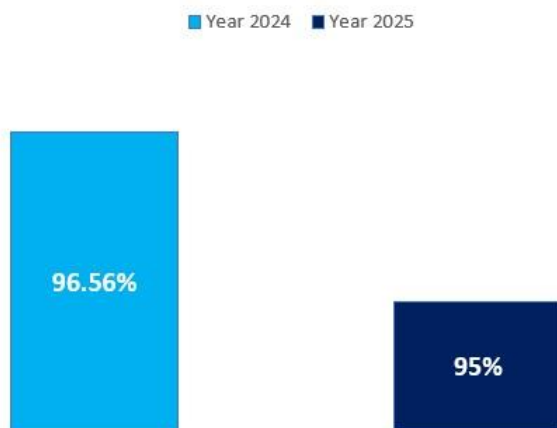
**Evaluation of the duty performance of the board of directors over the past year**

**Topics for Board of Directors Evaluation**

Assessment Topics	BOD	
	Board-Level	Individual-Level
Structure and Qualifications of the Board	/	
Roles, Duties, and Responsibilities of the Board	/	/
Board Meetings	/	/
Board Dynamics	/	
Relationship with Management	/	
Relationship with Other Directors and Management		/
Director Development	/	
Personal Qualifications		/
Readiness to Perform Duties		/

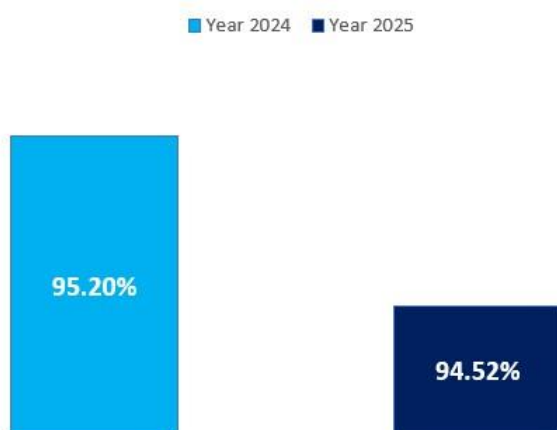
Board of Directors' Evaluation Results (Individual-Level)

In 2025, the average score was 95%, which is considered excellent.



#### Board of Directors' Evaluation Results (Board-Level)

In 2025, the average score was 94.52%, which is considered excellent.

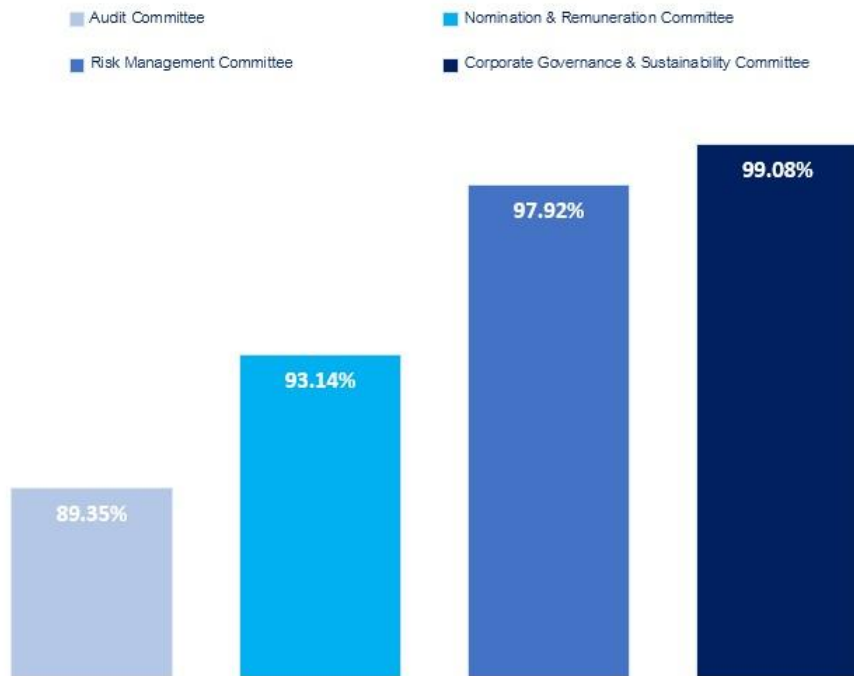


#### Summary of Subcommittee Performance Evaluation Results (by Committee)

In 2025, the Company conducted performance evaluations of its subcommittees on a committee-by-committee basis.

The results are as follows:

- The Audit Committee achieved an average score of 89.35%.
- The Nomination and Remuneration Committee achieved an average score of 93.14%.
- The Risk Management Committee achieved an average score of 97.92%.
- The Corporate Governance and Sustainability Committee achieved an average score of 99.08%.



### 8.1.2 Meeting attendance and remuneration payment to each board member

#### Meeting attendance of the board of directors

##### Meeting attendance of the board of directors

Number of the board of directors meeting over the past : 6  
year (times)

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

##### Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. WOOTHISARN TANCHAI (Chairman of the board of directors, Independent director)	6	/	6	1	/	1	N/A	/	N/A
2. Mr. TAKORN RATTANAKAMOLPORN (Director)	6	/	6	1	/	1	N/A	/	N/A
3. Mr. CHAITHAD KULCHOKWANICH (Director)	6	/	6	1	/	1	N/A	/	N/A
4. Ms. PONDKARN RATTANAKAMOLPORN (Director)	6	/	6	1	/	1	N/A	/	N/A
5. Mr. CHAIYUT EIADKAEW (Director)	5	/	6	1	/	1	N/A	/	N/A
6. Ms. MUTTANA WICHEANKAEWMANEE (Director)	5	/	6	0	/	1	N/A	/	N/A
7. Mr. NARONG DECHATHANARUJIKORN (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
8. Mr. TAWEE MEE-NGERN (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
9. Mr. WUTH MEECHOUAY (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
10. Mr. PICHIT VIWATRUJIRAPONG (Director)	6	/	6	1	/	1	N/A	/	N/A

## Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. WOOTHISARN TANCHAI (Chairman of the board of directors, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. TAKORN RATTANAKAMOLPORN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. CHAITHAD KULCHOKWANICH (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Ms. PONDKARN RATTANAKAMOLPORN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. CHAIYUT EIADKAEW (Director)	5/6 (83.33%)	1/1 (100.00%)	N/A
6. Ms. MUTTANA WICHEANKAEWMANEE (Director)	5/6 (83.33%)	N/A	N/A
7. Mr. NARONG DECHATHANARUJIKORN (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. TAWEE MEE-NGERN (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Mr. WUTH MEECHOUAY (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
10. Mr. PICHIT VIWATRUJIRAPONG (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>(96.67%)</b>	<b>90.00%</b>	<b>N/A</b>

### 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 the year 2025, held on 25 April 2025, resolved to approve the establishment of remuneration for the Board of Directors and sub-committees for the year 2025 in the form of meeting allowances, as well as monthly remuneration for directors, with no other benefits provided. The details are as follows:

Committee	Directors' Remuneration (THB)		
	Salary	Meeting Allowance / Time	Other Benefits
<b>Board of Director</b>			
Chairman of The Board	30,000	20,000	None
Directors	20,000	10,000	None
<b>Audit Committee</b>			
Chairman of Audit Committee	-	15,000	None
Audit Committee	-	10,000	None
<b>Nomination and Remuneration Committee</b>			
Chairman of Nomination and Remuneration Committee	-	10,000	None
Nomination and Remuneration Committee	-	5,000	None
<b>Corporate Governance and Sustainability Committee</b>			
Chairman of Corporate Governance and Sustainability Committee	-	10,000	None
Corporate Governance and Sustainability Committee	-	5,000	None
<b>Risk Management Committee</b>			
Chairman of Risk Management Committee	-	10,000	None
Risk Management Committee	-	5,000	None
<b>Strategic Committee</b>			
Chairman of Strategic Committee	-	10,000	None
Strategic Committee	-	5,000	None

Remarks: Directors who are executives or employees of the Company and subsidiary are not entitled to receive the above remuneration

#### 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. WOOTHISARN TANCHAI (Chairman of the board of directors, Independent director)			435,000.00		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 (Chairman of the board of directors)	115,000.00	270,000.00	385,000.00	No	
Audit Committee (Member of the audit committee)	50,000.00	0.00	50,000.00	No	
<b>2. Mr. TAKORN RATTANAKAMOLPORN (Director)</b>			<b>0.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Strategic Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>3. Mr. CHAITHAD KULCHOKWANICH (Director)</b>			<b>0.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Strategic Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>4. Ms. PONDKARN RATTANAKAMOLPORN (Director)</b>			<b>0.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Strategic Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>5. Mr. CHAIYUT EIADKAEW (Director)</b>			<b>0.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
<b>6. Ms. MUTTANA WICHEANKAEWMANEE (Director)</b>			<b>0.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Strategic Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>7. Mr. NARONG DECHATHANARUJIKORN (Director, Independent director)</b>			<b>285,000.00</b>		<b>N/A</b>
Board of Directors (Director)	55,000.00	180,000.00	235,000.00	No	
Audit Committee (Member of the audit committee)	35,000.00	0.00	35,000.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
<b>8. Mr. TAWEE MEE-NGERN (Director, Independent director)</b>			<b>300,000.00</b>		<b>N/A</b>
Board of Directors (Director)	55,000.00	180,000.00	235,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Audit Committee (Member of the audit committee)	35,000.00	0.00	35,000.00	No	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	30,000.00	0.00	30,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Strategic Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>9. Mr. WUTH MEECHOUAY (Director, Independent director)</b>			<b>275,000.00</b>		<b>N/A</b>
Board of Directors (Director)	55,000.00	180,000.00	235,000.00	No	
Audit Committee (Chairman of the audit committee)	40,000.00	0.00	40,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
<b>10. Mr. PICHIT VIWATRUJIRAPONG (Director)</b>			<b>235,000.00</b>		<b>N/A</b>

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)	55,000.00	180,000.00	235,000.00	No	
Strategic Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
<b>11. Mr. Prasong Sudampan (Member of the subcommittee)</b>			<b>0.00</b>		<b>N/A</b>
Strategic Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

**Summary of the remuneration of each committee over the past year**

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	335,000.00	990,000.00	1,325,000.00
2. Audit Committee	160,000.00	0.00	160,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	0.00	0.00	0.00
5. Corporate Governance and Sustainability Committee	45,000.00	0.00	45,000.00
6. Risk Management Committee	0.00	0.00	0.00
7. Strategic Committee	0.00	0.00	0.00

**Remunerations or benefits pending payment to the board of directors**

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

### 8.1.3 Supervision of subsidiaries and associated companies

#### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and associated : Yes  
companies

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

The Company has established policies for investment in and management of its subsidiaries and associated companies. Investments are made in businesses that are related, aligned with, or beneficial to its operations, in order to strengthen the Company's stability and overall performance.

In considering any investment, the Company evaluates the proportion of investment, expected returns, potential risks, and the Company's financial position. All investments decision must be approved from the Board of Directors' meeting or the shareholders' meeting, as applicable, in accordance with the approved authorization framework.

In addition, for the governance of subsidiaries and associates, the Company considers appointing representatives with appropriate qualifications and experience relevant to the invested businesses, to serve as directors of subsidiaries and associates. This appointment is made in proportion to the Company's shareholding or in accordance with mutual agreements in the case of associated companies. The Company also closely monitors the performance and operating results of its subsidiaries and associates continuously.

### 8.1.4 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 : Yes

interest over the past year

The Board of Directors has established policies, criteria, and procedures for reporting the interests of directors and executives. Directors and executives are required to disclose any interests that may result in a conflict of interest with the Company. In this regard, directors and executives who have a vested interest in any matter or transaction that the Company is considering are prohibited from participating in the review or approval of such matters. In the year 2025, there were no instances in which any director, executive, employee, or representative of the Company acted in violation of the Company's announced policies or guidelines.

#### 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 inside : Yes

information to seek benefits over the past year

The Company places great importance on managing the use of inside information in accordance with good corporate governance principles, firmly upholding integrity and ethical conduct in business operations. To ensure that investors receive accurate, reliable and timely information on an equal basis, the Company has established internal regulations concerning the use of inside information and the trading of securities by directors, executives, and employees, in alignment with relevant securities laws. These measures emphasize transparency in business operations. The key elements are summarized as follows:

1. Directors, executives, and employees of the Company who have access to such information must not use the Company's financial or internal information particularly material information that may affect the price of the Company's securities and has not yet been disclosed to the public or the Stock Exchange of Thailand for the purpose of trading the Company's securities for their own benefit or for the benefit of others. They are required to avoid or refrain from trading the Company's securities during the one-month period prior to the public disclosure of financial statements and for at least two business days after such information has been made publicly available.
2. The Company has a duty to disclose material operational information to the public promptly and broadly through the channels and methods prescribed by the Stock Exchange of Thailand and the Company's disclosure policy. In addition, information is disseminated through other channels managed by the Investor Relations and Public Relations departments to ensure that all groups of investors have timely and equal access to the Company's information.
3. The Company enforces strict regulations regarding computer system and information security to prevent the disclosure of sensitive information. Access to undisclosed internal information is strictly limited to only those who are responsible and directly involved, including personnel from the Accounting and Finance Department, Investor Relations Department, and Corporate Governance Department.

In the event of a violation of the aforementioned regulations, the Company will take disciplinary action as deemed appropriate for the case. This may include verbal warnings, written warnings, wage deductions, suspension from work, dismissal without severance pay, or legal proceedings.

In 2025, the Company’s monitoring results concerning the use of insider information for personal benefit, in accordance with the established policy, indicated that no violations were committed by the Company’s directors, executives, or employees. The Company strictly complied with the stated policy and ensured full adherence to all related measures. For example, the Company consistently disclosed material operational information to the public and all groups of investors promptly and equitably through the channels and methods prescribed by the Stock Exchange of Thailand

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

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

**Anti-corruption action**

**Operations in anti-corruption in the past year**

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

Form of operations in anti-corruption : The participation in anti-corruption projects,  
Communication and training for employees on anti-corruption policy and guidelines

The Company conducts its business with a strong commitment to anti-corruption, upholding integrity, ethics, transparency, and accountability to all stakeholders. The Company has established guidelines for proper conduct for the Board of Directors, management, and employees in accordance with the Business Ethics and Employee Code of Conduct, which are integral parts of the Company’s Corporate Governance framework. Corruption is defined as “any act or omission in the performance of duties or misuse of authority in office, in violation of laws, ethics, regulations, or company policies, for the purpose of seeking undue benefits. This includes, but is not limited to, requesting, accepting, offering, or giving assets or other advantages to government officials or any individuals doing business with the Company.”

In addition, the Company has established an anti-corruption policy to serve as a practical guideline as follows:

- Directors, executives, and employees must not engage in or support any form of corruption, under any circumstances, and must strictly comply with the Company’s anti-corruption measures.
- Directors, executives, and employees are responsible for adhering to the good corporate governance policy and the anti-corruption policy. The Board of Directors has assigned the management to communicate and implement the anti-corruption measures throughout the organization.
- Promote an organizational culture of integrity and commitment to fairness.
- Provide training for employees within the organization to encourage honesty and integrity in the performance of their duties, and to ensure they apply the principles and code of conduct outlined in the corporate governance policy rigorously across all levels of the Company.

- The Company has established a personnel management process that reflects its commitment to anti-corruption measures, encompassing recruitment, training, performance evaluation, compensation, and promotion.
- The Company conducts internal audits to ensure the effectiveness of its internal control system in achieving organizational objectives. These audits also verify that all departments operate in accordance with regulations and policies, identify any deficiencies or weaknesses, and provide recommendations for improving operational efficiency and effectiveness in line with good corporate governance practices.
- The Company cooperates with government authorities by requiring all parties entering into contracts with government agencies to disclose their income and expense statements to the Office of the National Anti-Corruption Commission (NACC).
- The Company assigns the Company Secretary and the Internal Audit Manager as key personnel responsible for ensuring adherence to good corporate governance practices.
- The Company has joined the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) and is committed to promoting transparency within the organization. The Company has established a working team on anti-corruption to oversee related activities. The Company has duly submitted its application for CAC certification, which is currently under consideration by the CAC Council.

In 2025, the Company's operations in preventing any involvement in corruption by the Company and its subsidiaries were actively pursued. Relevant departments were required to identify and assess corruption-related risks as part of the Company's risk management process, with regular reporting in place. Additionally, the Company established reporting channels to encourage employees to monitor and report any suspected bribery or corrupt practices.

#### 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 provides opportunities for both internal and external stakeholders to report any misconduct or lodge complaints related to violations of ethics and business code of conduct, deficiencies in internal control systems, breaches or non-compliance with laws or the Company's regulations, as well as incidents of corruption, fraud, or financial statement manipulation. The Company has established appropriate whistleblowing channels and a management system for handling such reports and complaints to ensure timely and effective responses. The intent of this policy is to:

1. To enable stakeholders or individuals who, in good faith, are aware of misconduct or suspect that any incident may be in violation of the law or the Company's regulations, to report such misconduct or lodge complaints through the reporting channels established by the Company.
2. To ensure that the Company's handling of whistleblowing or complaints is conducted in a structured, efficient, agile, and effective manner supporting the Company's sustainable and stable growth.
3. To ensure that directors, employees, and any persons acting on behalf of the Company conduct business ethically, transparently, fairly, and in a manner that is auditable.

4. To ensure that whistleblowers and any individuals who cooperate with the Company in good faith are provided with protection and are safeguarded from retaliation or unfair treatment resulting from the act of whistleblowing or submitting complaints.

The Company has established the following channels for reporting misconduct or submitting complaints:

Reporting Topics	Hotline	Mail to	E-mail	Internal Complaint Box
Complaints regarding violations or non-compliance with ethics and code of conduct	02-517-5555 ต่อ 1100 02-517-6666 ต่อ 1444	Company Secretary	achawan@dittothailand.com, davinee@siamtc.co.th	At designated area
Whistleblowing or complaints related to corruption, embezzlement, or non-compliance with company rules or regulations	-	Whistleblowing Review Committee	E-mail to: - Company Secretary - Head of Internal Audit - Head of Human Resources - Head of the relevant business unit being reported	At designated area
Fraud, financial statement manipulation, illegal conduct, or violations of the Stock Exchange regulations, including complaints involving the internal audit unit or company directors	-	Audit Committee	E-mail to: - Audit Committee	At designated area

*Note: In case of submitting a letter by mail, please send to: 235/1-3 Ratphattana Road, Ratphattana Subdistrict, Saphansung District, Bangkok 10240*

In 2025, there were no whistleblower reports or complaints regarding incidents of corruption or violations of the company's corporate governance policies and practices.

#### 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

## 8.2 Report on the results of duty performance of the audit committee in the past year

### 8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. WUTH MEECHOUAY (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2. Mr. NARONG DECHATHANARUJIKORN (Member of the audit committee)	4	/	4	4/4 (100.00%)
3. Mr. TAWEE MEE-NGERN (Member of the audit committee)	4	/	4	4/4 (100.00%)
4. Mr. WOOTHISARN TANCHAI (Member of the audit committee)	4	/	4	4/4 (100.00%)
<b>Average Attendance Rate</b>				<b>100.00%</b>

### 8.2.2 The results of duty performance of the audit committee

#### Report on the Performance of Duties by the Audit Committee

The Audit Committee of Ditto (Thailand) Public Company Limited comprises independent directors who are qualified and experienced in accounting, finance, law, and other fields. They perform their duties as assigned by the Board of Directors, under a written charter prepared by the Audit Committee and approved by the Board of Directors, in accordance with international principles and the requirements of the Stock Exchange of Thailand.

#### The Audit Committee consists of 4 independent directors as follows:

1. Mr. Wuth Meechouay (Chairman of the Audit Committee)
2. Mr. Tawee Meengern (Audit Committee Member)
3. Professor Woothisarn Tanchai (Audit Committee Member)
4. Mr. Narong Dechathanarujikorn (Audit Committee Member)

In 2025, the Audit Committee held a total of 4 meetings. All Audit Committee members prioritized attending these meetings and conducted their deliberations with thoroughness, prudence, transparency, and independence, always considering the best interests of the Company and its shareholders, within the scope of their defined powers and responsibilities. Discussions were held with the internal audit department, internal auditors, and external auditors on relevant matters. The key aspects of their performance are summarized as follows:

#### 1. Review of Financial Reports

The Audit Committee reviewed the quarterly financial statements and the annual financial statements for 2025 of Ditto (Thailand) Public Company Limited and its subsidiaries, including inter-company transactions and transactions that may involve conflicts of interest, in conjunction with management. The auditor was invited to attend the meetings for the consideration of the quarterly and annual financial statements for 2025. The Audit Committee discussed with the auditor the accuracy and completeness of the financial statements, significant accounting adjustments affecting the financial statements, the adequacy and appropriateness of accounting methods and audit scope, the accurate and sufficient disclosure of information, and the independence of the auditor. This was to ensure that the preparation of financial statements complied with legal requirements and accounting standards under generally accepted accounting principles, were reliable and timely, and included sufficient disclosure of information for the benefit of investors or financial statement users.

## **2. Oversight and Supervision of Internal Audit Work**

The Audit Committee considered and approved the annual internal audit plan for 2025, as well as the budget to support its implementation. Furthermore, the Committee reviewed the performance of the internal audit department according to the plan, considered significant audit findings and recommendations, and monitored the implementation of corrective actions based on internal audit reports regarding material issues, with the aim of improving internal controls to be adequate and effective. The Audit Committee was satisfied with management's efforts in improving the systems and internal controls.

## **3. Review of the Effectiveness of Internal Control Systems**

The Audit Committee reviewed and revised the internal control system in conjunction with the internal auditor and external auditor. In 2025, the Committee considered various operational aspects, including the prevention or reduction of errors, damages, or fraud, the reliability of financial reports, and compliance with relevant laws and regulations. Both the external auditor and the Company's internal auditor concurred that no significant deficiencies or issues were found.

## **4. Review of Risk Management**

The Audit Committee reviewed the Company's risk management to ensure that management appropriately conducted risk management activities and considered various risk issues. This included regularly reviewing the suitability and effectiveness of risk management processes. In 2025, no significant issues or areas requiring improvement were identified.

## **5. Consideration of the Appointment of the Auditor for the Year 2026**

The Audit Committee considered proposing the appointment of

1. Mr. Banjong Pichayaprasat, Certified Public Accountant No. 7147, or
2. Mr. Kraisit Silpamongkolkul, Certified Public Accountant No. 9429, or
3. Ms. Khemanant Jaichuen, Certified Public Accountant No. 8260, or
4. Ms. Sunisa Sema, Certified Public Accountant No. 7707, or
5. Ms. Kornpreeya Soonpipatsakul, Certified Public Accountant No. 10001

from Siam Truth Audit Co., Ltd. or other auditors within the same firm, to serve as the Company's auditor for the year 2026, including the consideration of audit fees. This proposal was submitted to the Board of Directors for consideration and subsequently presented for reporting and approval at the Annual General Meeting of Shareholders for 2026.

## **6. Review of Compliance with Relevant Regulations, Rules, and Laws**

The Audit Committee, in conjunction with the Internal Audit Department, reviewed the Company's business-related operations to ensure compliance with the Securities and Exchange Act, regulations of the Stock Exchange of Thailand, and other relevant laws. This included a review of good corporate governance practices to foster transparency for

investors, thereby building external confidence in the Company's business operations. The review aimed to ensure that the Company conducted its business in accordance with business conditions correctly and appropriately. In 2025, no instances were found where the Company and its subsidiaries acted in violation of relevant laws and regulations.

#### **7. Consideration and Provision of Opinions on Related Party Transactions**

The Audit Committee considered and provided opinions on related party transactions with the Company and its subsidiaries, reviewing the reasonableness of the transactions and ensuring that pricing conditions were in line with general market prices and trade terms, fair, and did not result in any transfer of benefits. This also included a review to ensure that the Company conducted related party transactions correctly and appropriately, in accordance with its inter-transaction policy and the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Audit Committee has exercised its knowledge, abilities, experience, due diligence, and sufficient independence in performing its duties and responsibilities as stipulated in the Audit Committee Charter approved by the Board of Directors. The Audit Committee has considered and is of the opinion that the Company's financial information reports are accurate, reliable, and in accordance with generally accepted accounting standards. The Company has appropriate internal control systems, adequate risk management, and operations that comply with good corporate governance principles, strictly adhering to relevant regulations, rules, and laws.

## 8.3 Summary of the results of duty performance of subcommittees

### 8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. TAKORN RATTANAKAMOLPORN (The chairman of the executive committee)	11	/	12	11 / 12 (91.67%)
2. Mr. CHAITHAD KULCHOKWANICH (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
3. Ms. PONDKARN RATTANAKAMOLPORN (Member of the executive committee)	11	/	12	11 / 12 (91.67%)
4. Ms. MUTTANA WICHEANKAEWMANEE (Member of the executive committee)	9	/	12	9 / 12 (75.00%)
5. Mr. CHAIYUT EIADKAEW (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
<b>Average Meeting Attendance Rate</b>				<b>91.67%</b>

#### The results of duty performance of Executive Committee

The Board of Directors of Ditto (Thailand) Public Company Limited has appointed the Executive Committee, comprising five members, as follows:

1. Mr. Takorn Rattanakamolporn (Chairman of Executive Committee)
2. Mr. Chaithad Kulchokwanich (Executive Committee)
3. Ms. Pondkarn Rattanakamolporn (Executive Committee)
4. Mr. Chaiyuth Eiadkaew (Executive Committee)
5. Ms. Muttana Wicheankaewmanee (Executive Committee)

In 2025, the Executive Committee convened a total of 12 meetings. The Committee consistently demonstrated a strong commitment to meeting attendance and performed its duties with due care, prudence, and responsibility, taking into account the best interests of the Company, within the scope of its delegated authority and responsibilities.

The key duties and responsibilities performed by the Executive Committee are summarized as follows:

1. To consider and approve the Company's operational targets, business plans, budget reviews, as well as policies and procedures relating to general business operations.
2. To manage the Company's operations in accordance with its objectives and business directions.
3. To supervise and oversee the business operations of the Company and its subsidiaries to ensure alignment with established policies and strategies, including the authority to approve specific matters or transactions undertaken in the ordinary course of business.
4. To consider and approve capital expenditures and financial transactions with financial institutions, including the opening and closing of bank accounts, borrowings, and other related transactions in the normal course of business of the Company and its subsidiaries, within the prescribed approval limits.
5. To consider and approve employee welfare and corporate activities.
6. To consider and approve changes to the organizational structure at the departmental level.
7. To consider and approve participation in bidding for projects with contract values for sales and services in accordance with the Executive Committee's approval authority.
8. To review and screen matters prior to submission to the Board of Directors for consideration, approval, or acknowledgment, as appropriate.

#### Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 1

List of Directors	Meeting attendance Nomination and Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. WUTH MEECHOUAY (The chairman of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
2. Mr. TAWEE MEE-NGERN (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
3. Mr. CHAITHAD KULCHOKWANICH (Member of the subcommittee)	1	/	1	1 / 1 (100.00%)
<b>Average Meeting Attendance Rate</b>				<b>100.00%</b>

#### The results of duty performance of Nomination and Remuneration Committee

Pursuant to the resolution of the Board of Directors of Ditto (Thailand) Public Company Limited, the Nomination and Remuneration Committee was duly appointed, comprising three members as follows:

1. Mr. Wuth Meechouay (Chairman of the Nomination and Remuneration Committee)
2. Mr. Tawee Mee-Ngern (Member of the Nomination and Remuneration Committee)
3. Mr. Chaithad Kulchokwanich (Member of the Nomination and Remuneration Committee)

In 2025, the Committee convened a total of one meeting. All members duly attended the meeting and discharged their duties with due care, prudence, independence, and transparency, in the best interests of the Company and its shareholders, and in accordance with the scope of authority, duties, and responsibilities as assigned.

The material matters undertaken by the Committee are summarized as follows:

- To nominate qualified candidates for directorship to replace directors retiring by rotation, for consideration and approval by the Board of Directors, and for further submission to the 2025 Annual General Meeting of Shareholders for re-election.
- To review and recommend the remuneration framework for the Board of Directors and its sub-committees, including meeting allowances, for the year 2025.
- To review and approve the remuneration of the Company's executives for the year 2025.
- To review and endorse the self-assessment report of the Nomination and Remuneration Committee for the year 2025.

#### Meeting attendance Corporate Governance and Sustainability Committee

Meeting Corporate Governance and Sustainability : 3

Committee (times)

List of Directors	Meeting attendance Corporate Governance and Sustainability Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. TAWEE MEE-NGERN (The chairman of the subcommittee, Independent director)	3	/	3	3 / 3 (100.00%)
2. Mr. CHAITHAD KULCHOKWANICH (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
3. Mr. NARONG DECHATHANARUJIKORN (Member of the subcommittee, Independent director)	3	/	3	3 / 3 (100.00%)
<b>Average Meeting Attendance Rate</b>				<b>100.00%</b>

#### The results of duty performance of Corporate Governance and Sustainability Committee

The Board of Directors has appointed the Corporate Governance and Sustainability Committee, comprising three directors, to be responsible for establishing and reviewing policies and guidelines in accordance with good corporate governance principles. This includes business ethics, anti-corruption measures, corporate social responsibility, environmental policies, climate change management, human rights, and other related policies to ensure sustainable business operations in the long term. In 2025, the Corporate Governance and Sustainability Committee convened a total of three meetings, with the following members:

1. Mr. Tawee Mee-ngern (Chairman of Corporate Governance and Sustainability Committee)
2. Mr. Chaithad Kulchokwanich (Corporate Governance and Sustainability Committee)
3. Mr. Narong Dechathanarujikorn (Corporate Governance and Sustainability Committee)

In 2025, the Committee performed its duties by providing guidance and constructive recommendations on corporate governance and sustainability management in accordance with its defined scope, authority, and responsibilities. The key activities can be summarized as follows:

1. Overseen sustainability strategies and operations, monitored progress, and provided recommendations to ensure alignment with both national and international best practices. Also established guidelines for sustainability disclosure to enhance the Company's reporting standards.
2. Reviewed and approved material sustainability topics for 2025, and monitored related key performance indicators to ensure alignment with business strategies while taking into account all stakeholders.
3. Acknowledged the results of the Corporate Governance Report of Thai Listed Companies (CGR 2025) and recommended improvements based on the assessment findings.
4. Acknowledged the 2025 SET ESG Ratings results.
5. Reviewed and approved the revision of the Sustainable Development Policy.
6. Reviewed and approved the revision of the Corporate Governance Policy.
7. Reviewed and approved the revision of the Anti-Corruption Policy and Practices.
8. Reviewed and approved the human rights risk assessment.
9. Acknowledged the 2025 Corporate Social Responsibility performance and approved the CSR action plan for 2026.
10. Approved the sustainability action plan for 2026.

The Corporate Governance and Sustainability Committee plays a vital role in overseeing and driving the Company's operations in line with good corporate governance principles and sustainable development practices. The Committee focuses on integrating environmental, social, and governance (ESG) considerations into business processes to promote stable growth, transparency, and long-term value creation for all stakeholders.

As a result of continuous oversight and enhancement of sustainability practices, the Company achieved a SET ESG Rating of "AAA" in 2025 from the Stock Exchange of Thailand for the second consecutive year.

In addition, the Company received an "Excellent" rating (5 stars) in the Corporate Governance Report of Thai Listed Companies (CGR 2025), assessed by the Thai Institute of Directors Association (Thai IOD), for the second consecutive year. This reflects the Company's strong commitment to conducting business in accordance with good corporate governance principles, while comprehensively addressing environmental, social, and governance (ESG) impacts.

#### **Meeting attendance Risk Management Committee <sup>(1)</sup>**

Meeting Risk Management Committee (times) : 3

List of Directors	Meeting attendance Risk Management Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Ms. PONDKARN RATTANAKAMOLPORN (The chairman of the subcommittee)	3	/	3	3 / 3 (100.00%)
2. Mr. CHAITHAD KULCHOKWANICH (Member of the subcommittee)	1	/	3	1 / 3 (33.33%)
3. Mr. CHAIYUT EIADKAEW (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
4. Mr. NARONG DECHATHANARUJIKORN (Member of the subcommittee, Independent director)	0	/	0	N/A
<b>Average Meeting Attendance Rate</b>				<b>77.78%</b>

#### The results of duty performance of Risk Management Committee

Following the resolution of the Board of Directors at Meeting No. 2/2025 held on 15 May 2025 to appoint the Risk Management Committee, tasked with establishing the Company's risk management policy and framework, the Risk Management Committee has duly performed its duties and responsibilities as assigned. This has been carried out in alignment with good corporate governance principles and the practices of leading listed companies in Thailand. In 2025, the Risk Management Committee convened a total of 3 meetings, with the following members:

1. Ms. Pondkarn Rattanakamolporn (Chairperson of Risk Management Committee)
2. Mr. Chaithad Kulchokwanich (Risk Management Committee)
3. Mr. Chaiyut Eiadkaew (Risk Management Committee)

The Risk Management Committee performed its duties in establishing directions and providing valuable recommendations for enterprise risk management, within the scope of its roles, authorities, and responsibilities as defined. The key highlights of the Committee's performance can be summarized as follows:

1. Reviewed and revised the Risk Management Committee Charter and Risk Management Policy to ensure alignment with the current organizational structure and business context.
2. Approved the 2025 Risk Management Plan, encompassing risk workshops for risk owners and periodic risk reviews to ensure alignment with the Company's strategic direction and business plans.
3. Considered and endorsed the principles of the risk management system development to improve the effectiveness of risk monitoring and to support continuous learning in risk management across the organization.
4. Reviewed and approved the development and improvement of risk management tools and the Risk Register to ensure completeness, consistency, and effective usability for monitoring purposes.
5. Considered and approved the identification and assessment of Enterprise Risks derived from the risk registers of Ditto (Thailand) Public Company Limited and its subsidiaries.

6. Approved the appointment of ESG risk owners to support the integration of environmental, social, and governance (ESG) risks into the overall risk management framework.
7. Oversaw and monitored the implementation of Risk Management Plans by risk owners, including the reporting of significant risks through Key Risk Indicators (KRIs).
8. Considered and approved the Company's Risk Appetite Statement, as well as the revision of the Risk Map to support management decision-making.
9. Promoted a strong risk culture through capability-building initiatives, such as planning Train-the-Trainer program and conducting fundamental risk management trainings for employees at all levels.
10. Considered and approved the review and improvement of the Business Continuity Plan (BCP) as well as acknowledged the results of the 11<sup>th</sup> BCP drill and provided guidance for future improvements.
11. Acknowledged and assessed the implications of regulatory changes pertaining to risk management disclosures in the Annual Registration Statement (Form 56-1 One Report-S).

Remark : <sup>(1)</sup> The Board of Directors' Meeting No. 1/2026 resolved to approve the appointment of Mr. Narong Dechathanarujikorn as a member of the Risk Management Committee on 26 February 2026.

### Meeting attendance Strategic Committee

Meeting Strategic Committee (times) : 0

List of Directors	Meeting attendance Strategic Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. PICHIT VIWATRUJIRAPONG (The chairman of the subcommittee)	0	/	0	N/A
2. Mr. TAKORN RATTANAKAMOLPORN (Member of the subcommittee)	0	/	0	N/A
3. Mr. CHAITHAD KULCHOKWANICH (Member of the subcommittee)	0	/	0	N/A
4. Ms. PONDKARN RATTANAKAMOLPORN (Member of the subcommittee)	0	/	0	N/A
5. Ms. MUTTANA WICHEANKAEWMANEE (Member of the subcommittee)	0	/	0	N/A
6. Mr. TAWEE MEE-NGERN (Member of the subcommittee, Independent director)	0	/	0	N/A
<b>Average Meeting Attendance Rate</b>				<b>N/A</b>

List of Directors	Meeting attendance Strategic Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
7. Mr. Prasong Sudampan (Member of the subcommittee)	0	/	0	N/A
<b>Average Meeting Attendance Rate</b>				<b>N/A</b>

#### The results of duty performance of Strategic Committee

The Strategic Committee was appointed pursuant to the resolution of the Board of Directors' Meeting No. 6/2025 held on 22 December 2025, and no meeting of the Committee was convened within 2025.

## 9. Internal control and related party transactions

### 9.1 Internal control

#### Summary of the opinion of the board of directors regarding the internal control of the company

##### Assessment of the Adequacy of Internal Control System

The Board of Directors and management are directly responsible for establishing and maintaining an effective internal control system, as well as regularly reviewing its efficiency. This is to safeguard shareholders' investments and the Company's assets. The internal control system covers financial controls, operational controls, compliance with applicable laws and regulations, and risk management.

An effective internal control system provides reasonable assurance that the Company will achieve its objectives in the following areas:

- Financial reports are accurate and reliable.
- Operations comply with applicable laws, regulations, policies, and procedures.
- The Company's assets are properly safeguarded and maintained.
- Operations are conducted efficiently, with optimal use of resources.
- The Company's objectives and strategies are successfully achieved.

At the Board of Directors' Meeting No. 1/2026, held on 26 February 2026, with all four members of the Audit Committee in attendance, the Board assessed and provided opinions on the adequacy of the Company's internal control system. The assessment was based on inquiries with management, supported by information from the internal auditor. The Audit Committee reviewed and approved the evaluation of the internal control system across five key components, namely:

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communication
5. Monitoring Activities

The Audit Committee and the Board of Directors are of the opinion that the Company and its subsidiaries have an adequate and appropriate internal control system, including controls over transactions with major shareholders, directors, executives, and related persons.

##### Internal Audit

The Company has appointed Audit House Co., Ltd. as its internal auditor to review operational and financial activities, ensuring compliance with established policies and applicable laws and regulations. To maintain independence, the internal auditor reports directly to the Audit Committee and the Board of Directors, with copies of reports submitted to the Group Chairman to ensure appropriate follow-up actions. Internal audit results are reported on a quarterly basis.

At the Audit Committee Meeting No. 4/2025, held on 13 November 2025, the appointment of Audit House Co., Ltd. as the Company's internal auditor was approved. The Audit Committee considered that Audit House Co., Ltd. and Mr. Thana Wongsangnak, the assigned internal auditor, possess appropriate qualifications, experience, and familiarity with the Company's internal control systems. Based on past performance, the internal auditor has effectively identified control weaknesses and operational errors. No material weaknesses in the internal control system were identified in the previous year.

#### 9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : COSO - Enterprise Risk Management Framework (ERM)

## **COSO - Enterprise Risk Management Framework (ERM)**

### **Summary of Internal Control System by Components**

#### **1. Control Environment**

The Company has established an appropriate organizational structure and control environment, which from the foundation for an effective internal control system.

The Company has clearly defined its vision, objectives, strategies, budgets, and performance indicators. The organizational structure is regularly reviewed and adjusted to align with business plans. The Company has also established good corporate governance policies, a Code of Conduct, and measures to prevent conflicts of interest. Policies and procedures covering financial transactions, procurement, risk management, and other areas are in place to ensure

#### **2. Risk Assessment**

The Company requires all departments to assess risks associated with their operations. The Audit Committee oversees risk management to ensure that risks are maintained at an acceptable level.

The Board of Directors, at its Meeting No. 2/2025 held on 15 May 2025, resolved to establish a Risk Management Committee responsible for developing a Risk Mitigation Plan, Risk Register, Risk Management Manual, Risk Monitoring Plan, and Risk Assessment Matrix. Risk assessment considers both likelihood and impact, covering internal and external factors affecting the business. The Risk Management Committee prepares an annual risk management plan, which is reviewed by the Audit Committee and approved by the Board of Directors, with clearly defined mitigation measures, responsible persons, timelines, and monitoring processes.

#### **3. Control Activities**

The Company has implemented appropriate segregation of duties to ensure effective checks and balances. Authority limits and approval procedures are clearly defined in writing. Responsibilities for authorization, accounting record-keeping, and asset custody are properly segregated. The Company has also established internal control measures covering key processes, including documented work instructions and defined levels of authority.

The Board of Directors has approved policies governing connected transactions to ensure that such transactions are conducted fairly, reasonably, and in the best interest of the Company.

#### **4. Information and Communication**

The Company has established adequate information systems to support decision-making, including the use of the SAP system for its operations to ensure accurate and timely data processing. Effective communication channels are in place both within the organization and with external stakeholders. Internally, communication is conducted through various channels such as telephone, email, shared databases, announcements, and meetings.

Externally, the Company provides channels for stakeholders to submit complaints or whistleblowing reports, as specified in its anti-corruption policies and procedures.

#### **5. Monitoring Activities**

The internal audit function is responsible for monitoring and evaluating compliance with policies and procedures across all departments. Audit results are reported directly to the Audit Committee, with copies provided to the Chief Executive Officer and relevant departments for corrective actions, if any.

In addition, the Company's external auditor, Siam Truth Audit Co., Ltd., reviews the financial statements on a quarterly basis. For the year 2025, the external auditor expressed an unqualified opinion that the Company's financial statements present fairly, in all material respects, in accordance with financial reporting standards.

#### **Board of Directors' Opinion**

The Board of Directors is of the opinion that the Company has established an adequate and appropriate internal control system. The Company has sufficient personnel to effectively implement such system, ensuring that operations are conducted in accordance with good corporate governance principles with transparency. The Company also has appropriate monitoring mechanisms to safeguard its assets

### 9.1.2 Deficiencies related to the internal control system

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	0	0	0

### 9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal : No  
control different from the board of directors' opinions?

Does the auditor have any observations on the company's : No  
internal control?

### 9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Outsourced service

At the Audit Committee Meeting No. 4/2025, held on 13 November 2025, the appointment of Audit House Co., Ltd. as the Company's internal auditor was approved. The Audit Committee considered that Audit House Co., Ltd. and Mr. Thana Wongsangnak, the assigned internal auditor, possess appropriate qualifications, experience, and familiarity with the Company's internal control systems. Based on past performance, the internal auditor has effectively identified control weaknesses and operational errors. No material weaknesses in the internal control system were identified in the previous year.

### 9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head : Yes  
of the internal audit unit require the audit committee  
approval?

The Audit Committee Charter prescribes the policy for the appointment, removal, transfer, or termination of the Head of the Internal Audit function as follows: to consider and approve such appointment, removal, transfer, or termination, and to evaluate the performance and merit of the Head of the Internal Audit Office, as proposed by the Executive Committee.”

## 9.2 Related party transactions

### Related party transactions

Does the company have any related party transactions? : Yes

### 9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

#### Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
Mr. Teerachai Rattanakamolporn -	A major shareholder of the Company, holding 31.713% of the registered and paid-up capital (including the portion held by his spouse). He is also a shareholder in a subsidiary, holding 0.001% of its shares.  Mr. Teerachai is the younger brother of Mr. Teerathat Rattanakamolporn and Ms. Pondkarn Rattanakamolporn, and the elder brother of Mr. Takorn Rattanakamolporn.	31 Dec 2025
Ms. Pondkarn Rattanakamolporn -	An authorized director of the Company, a member of the Executive Committee, a member of management, and a shareholder of the Company, holding 0.467% of the registered and paid-up capital. Ms. Pondkarn is the younger sister of Mr. Teerathat Rattanakamolporn and the elder sister of Mr. Teerachai Rattanakamolporn and Mr. Takorn Rattanakamolporn.	31 Dec 2025
Mr. Takorn Rattanakamolporn -	An authorized director of the Company, a member of the Executive Committee, a member of management, and a major shareholder of the Company, holding 14.025% of the registered and paid-up capital. He is also an authorized director, a member of management, and a shareholder of the subsidiary, holding 0.001%. Mr. Takorn is the younger brother of Mr. Teerathat Rattanakamolporn, Ms. Pondkarn Rattanakamolporn, and Mr. Teerachai Rattanakamolporn.	31 Dec 2025
Mr. Teerathat Rattanakamolporn -	Elder brother of Ms. Pondkarn Rattanakamolporn, Mr. Teerachai Rattanakamolporn, and Mr. Takorn Rattanakamolporn.	31 Dec 2025
Mrs. Rapee Rattanakamolporn -	Mother of Mr. Teerachai Rattanakamolporn, Ms. Pondkarn Rattanakamolporn, Mr. Takorn Rattanakamolporn, and Mr. Teerathat Rattanakamolporn.	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Mr. Pipat Rattanakamolporn (deceased) -	Father of Mr. Teerachai Rattanakamolporn, Ms. Pondkarn Rattanakamolporn, Mr. Takorn Rattanakamolporn, and Mr. Teerathat Rattanakamolporn.	31 Dec 2025
Mr. Chaithad Kulchokwanich -	Director, executive director, executive, authorized signatory, and shareholder of the company, holding 0.830% of the registered and paid-up capital. He is also an authorized signatory and executive of a subsidiary.	31 Dec 2025
Ms. Muttana Wicheankaewmanee -	Director, executive director, and executive of the company, as well as an authorized signatory and executive of a subsidiary. She is the spouse of Mr. Supoj Onsri.	31 Dec 2025
DTX Co., Ltd. Innovative Technology Development, Design, Installation, System Integration, and Maintenance Services	DTX Co., Ltd. is a joint venture between Ditto (Thailand) Public Company Limited, which holds 49.999% of the registered and paid-up capital, and Team Consulting Engineering and Management Public Company Limited, which also holds 49.999% of the registered and paid-up capital.	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
<p>Netbay Public Company Limited Inventing, Creating, and developing a Digital Business Technology Platform for electronic Transactions and offering these products to users in a comprehensive service format (SaaS)</p>	<p>Netbay Public Company Limited is an associate company of Ditto (Thailand) Public Company Limited, in which Ditto holds 24.90% of the registered and paid-up capital.</p>	<p>31 Dec 2025</p>
<p>Data Tech Transformation Co.,Ltd. Operates a platform and application for managing and enabling lending services for automotive repair garages</p>	<p>Data Tech Transformation Co.,Ltd. is a joint venture between</p> <ol style="list-style-type: none"> <li>1. 1. Ditto (Thailand) Public Company Limited, which holds 34.999% of the registered and paid-up capital</li> <li>2. 2. Blue Venture Group Public Company Limited, which holds 34.999% of the registered and paid-up capital</li> <li>3. 3. Sitem Corporation Company Limited, which holds 20.000% of the registered and paid-up capital</li> <li>4. 4. Netbay Public Company Limited, which holds 10.000% of the registered and paid-up capital</li> </ol>	<p>31 Dec 2025</p>

Name of person or entity/type of business	Nature of relationship	Information as of date
<p>RYU Asset Development Co., Ltd.</p> <p>Operate a business providing office space services and leasing office premises</p>	<ol style="list-style-type: none"> <li>1. Mr. Teerachai Rattanakamolporn, who is a major shareholder of the company (including shares held by his spouse, totaling 31.713% of the registered and paid-up capital), and is also a shareholder of the subsidiary, holding 0.001% of its shares, is an authorized signatory and the major shareholder of RYU Asset Development Co., Ltd., holding directly, indirectly, and through related persons a total of 100% of the registered and paid-up capital.</li> <li>2. Mr. Takorn Rattanakamolporn, who is an authorized signatory of the company, executive director, executive, and shareholder of the company, holding 14.025% of the registered and paid-up capital, and is also an authorized signatory, executive, and shareholder of the subsidiary, holding 0.001%, is a shareholder of RYU Asset Development Co., Ltd., holding 0.01% of the registered and paid-up capital (which is already included in the shareholding portion of Mr. Teerachai Rattanakamolporn in RYU Asset Development Co., Ltd.)</li> </ol>	<p>31 Dec 2025</p>
<p>Rolling Konzept Innovation Co., Ltd.</p> <p>Operational focus is on providing engineering services and under taking groundwater system Project</p>	<ol style="list-style-type: none"> <li>1. Mr. Teerachai Rattanakamolporn, who is the major shareholder of the Company (including spouse's portion, holding 31.713% of the registered and paid-up capital), and a shareholder of the subsidiary (holding 0.001%), is also the major shareholder of Rolling Konzept Innovation Co., Ltd., holding directly and indirectly, including related persons, 100% of the registered and paid-up capital.</li> <li>2. Mr. Chaithad Kulchokwanich, who is an authorized director, executive director, executive, and shareholder of the Company, holding 0.830% of the registered and paid-up capital, and an authorized director and executive of the subsidiary, is a shareholder of Rolling Konzept Innovation Co., Ltd., holding 0.01% of the registered and paid-up capital.</li> <li>3. Mr. Takorn Rattanakamolporn, who is an authorized director, executive director, executive, and shareholder of the Company, holding 14.025% of the registered and paid-up capital, and an authorized director, executive, and shareholder of the subsidiary (holding 0.001%), is also a shareholder of Rolling Konzept Innovation Co., Ltd., holding 0.01% of the registered and paid-up capital (already included in Mr. Teerachai Rattanakamolporn's shareholding in Rolling Konzept Innovation Co., Ltd.).</li> <li>4. Mr. Supoj Onsri, the spouse of Ms. Muttana Wicheankaewmanee (a director, executive director, and executive of the Company and an authorized director and executive of the subsidiary), is an executive and authorized director of Rolling Konzept Innovation Co., Ltd.</li> </ol>	<p>31 Dec 2025</p>

Name of person or entity/type of business	Nature of relationship	Information as of date
<p>RYU Technology Co., Ltd.</p> <p>Involve the provision of engineering services and the execution of groundwater system project as well as the distribution of educational training equipment such as drilling and lathe machines</p>	<p>Mr. Teerachai Rattanakamolporn, who is the major shareholder of the Company (including spouse's portion, holding 31.713% of the registered and paid-up capital), and a shareholder of the subsidiary (holding 0.001%), is also the major shareholder of RYU Technology Co., Ltd., holding directly and indirectly, including related persons, 100% of the registered and paid-up capital.</p>	<p>31 Dec 2025</p>
<p>TEAM Consulting Engineering and Management Public Company Limited</p> <p>Engineering activities and related technical consulting services</p>	<ol style="list-style-type: none"> <li>1. Mr. Teerachai Rattanakamolporn, who is the major shareholder of the Company (including spouse's portion, holding 31.713% of the registered and paid-up capital), and a shareholder of the subsidiary (holding 0.001%), is also a major shareholder of TEAM Consulting Engineering and Management Public Company Limited, holding 15.937% of the registered and paid-up capital.</li> <li>2. Mr. Takorn Rattanakamolporn, who is an authorized director of the Company, an executive director, an executive, and a shareholder of the Company, holding 14.025% of the registered and paid-up capital, and is also an authorized director, executive, and shareholder of the subsidiary (holding 0.001%), is a shareholder of TEAM Consulting Engineering and Management Public Company Limited, holding 3.017% of the registered and paid-up capital.</li> <li>3. Mr. Chaithad Kulchokwanich, who is an authorized director, executive director, executive, and shareholder of the Company, holding 0.830% of the registered and paid-up capital, and also an authorized director, executive, and shareholder of the subsidiary, is a shareholder of TEAM Consulting Engineering and Management Public Company Limited, holding 0.183% of the registered and paid-up capital.</li> </ol>	<p>31 Dec 2025</p>

Name of person or entity/type of business	Nature of relationship	Information as of date
Team Construction Management Co., Ltd. Engineering activities and related technical consulting services	Team Construction Management Co., Ltd. is a subsidiary of TEAM Consulting Engineering and Management Public Company Limited, holding 99.999% of the registered and paid-up capital.	31 Dec 2025
TLT Consultants Co., Ltd. Preparation of Environmental Impact Assessment (EIA) reports	TLT Consultants Co., Ltd. is a subsidiary of TEAM Consulting Engineering and Management Public Company Limited, holding 99.999% of the registered and paid-up capital.	31 Dec 2025
TEAM Next Co., Ltd. Engineering activities and related technical consulting services	TEAM Next Co., Ltd. is a subsidiary of TEAM Consulting Engineering and Management Public Company Limited, holding 99.999% of the registered and paid-up capital.	31 Dec 2025
Geotechnical and Foundation Engineering Co.,Ltd. Geotechnical engineering, foundation, and underground structure consulting services	Geotechnical and Foundation Engineering Co.,Ltd. is a subsidiary of TEAM Consulting Engineering and Management Public Company Limited, holding 99.999% of the registered and paid-up capital.	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Pan Plus Sport Complex and Management Co., Ltd. Restaurant food service operations	Mr. Teerathat Rattanakamolporn (the elder brother of Mr. Teerachai Rattanakamolporn, Mr. Takorn Rattanakamolporn, and Ms. Pondkan Rattanakamolporn) is a major shareholder and an authorized director of Pan Plus Sport Complex and Management Co., Ltd., holding 35.00% of the registered and paid-up capital.	31 Dec 2025
Pan Plus Marketing Co., Ltd. Real estate rental, sale, purchase, and operations	Mrs. Rossarin Rattanakamolporn, the wife of Mr. Teerathat Rattanakamolporn (the elder brother of Mr. Teerachai Rattanakamolporn, Mr. Takorn Rattanakamolporn, and Ms. Pondkan Rattanakamolporn), is a major shareholder and an authorized director of Pan Plus Marketing Co., Ltd., holding 99.98% of the registered and paid-up capital.	31 Dec 2025
Pan Plus Property Co., Ltd. Real estate brokerage and agency services, including the purchase and sale of real estate, land development, and construction services of all types	Mr. Teerathat Rattanakamolporn (the elder brother of Mr. Teerachai Rattanakamolporn, Mr. Takorn Rattanakamolporn, and Ms. Pondkan Rattanakamolporn) is a major shareholder and an authorized director of Pan Plus Property Co., Ltd., holding 35.00% of the registered and paid-up capital.	31 Dec 2025
STATO Public Law Co., Ltd. Legal consulting services, as well as training, conference, and seminar organization services	Mr. Wuth Meechouay, Chairman of the Audit Committee, Independent Director, and Chairman of the Nomination and Remuneration Committee of the Company, is a director, an authorized signatory, and a major shareholder of STATO Public Law Co., Ltd., holding 50.00 percent of the registered and paid-up capital.	31 Dec 2025

## Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
Mr. Teerachai Rattanakamolporn			
<p><b>Transaction 1</b></p> <p>2,486,974,750.00      2,736,212,250.00      2,146,639,506.00</p> <p><u>Nature of transaction</u></p> <p>Mr. Teerachai acted as guarantor for loan facilities, letters of credit and/or trust receipts, overdraft facilities, promissory notes, letters of guarantee, and forward exchange contracts for the Company and its subsidiaries.</p> <p><u>Details</u></p> <p>- Credit Guarantee</p> <p><u>Necessity/reasonableness</u></p> <p>Mr. Teerachai has provided a credit guarantee from financial institutions for the Company and its subsidiaries in accordance with the institutions' requirements that a major shareholder and/or executive act as guarantor. No guarantee fee is charged. Currently, the Company is in negotiations with the financial institutions regarding the conditions for changing the guarantor or releasing the guarantee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed this transaction and opines that the provision of the credit guarantee is beneficial to the Company. Furthermore, to comply with the conditions set by financial institutions, it is necessary to have such guarantees in place.</p>			
<p><b>Transaction 2</b></p> <p>1,565,000,000.00      1,835,000,000.00      1,565,000,000.00</p> <p><u>Nature of transaction</u></p> <p>Mr. Teerachai has mortgaged his personal assets as collateral for the Company and its subsidiaries.</p> <p><u>Details</u></p> <p>- Mortgage Value</p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p><u>Necessity/reasonableness</u></p> <p>Mr. Teerachai has mortgaged and pledged assets, including land title deeds and shares, as collateral for loan facilities granted to the subsidiaries and as a guarantee for the RSDT Consortium in connection with the new zoo construction project, without charging any guarantee fees. This arrangement complies with the conditions set by financial institutions requiring the company and/or major shareholders and/or executives to provide mortgaged assets as collateral.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is beneficial to the Company, as it involves the mortgaging of assets to serve as collateral for the Company's loan facilities in accordance with the requirements of the financial institutions.</p>			
<p><b>Transaction 3</b></p> <p>2,013,118.00</p> <p>2,048,014.00</p> <p>1,994,495.00</p> <p><u>Nature of transaction</u></p> <p>The Company rents office space and utility expenses from Mr. Teerachai</p> <p><u>Details</u></p> <p>Rental and other service charges</p> <p><u>Necessity/reasonableness</u></p> <p>The Company leases office space on the 1st to 4th floors of Buildings No. 40 and 42, and the 6th floor of Building No. 42 on Udomsuk Road, with a total leased area of 450 square meters for a period of 3 years from 1 February 2022 to January 31, 2025, with the rental fees as follows:</p> <p>From 1 February 2022 to 31 January 2025, the Company leases office space on the 1st to 4th floors of Buildings No. 40 and 42, and the 6th floor of Building No. 42, Udomsuk Road, totaling 450 sq.m., at a monthly rental rate of THB 105,000,</p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>equivalent to THB 200 per square meter. This rental rate is based on the valuation by an independent appraiser approved by the Office of the Securities and Exchange Commission (SEC).</p> <p>From 1 June 2023 to 31 January 2025, the Company leases additional office space on the 6th floor of Building No. 40, Udomsuk Road, with a total area of 50 sq.m., at a monthly rental rate of THB 10,000, equivalent to THB 200 per square meter. This rental rate is also based on the valuation by an independent appraiser approved by the Office of the Securities and Exchange Commission (SEC).</p> <p>The Company has renewed the lease agreement for office space located on the 1st to 4th floors of Buildings No. 40 and 42, and on the 6th floor of Building No. 42 on Udomsuk Road, with a total leased area of 500 square meters.</p> <p>The lease term is three years, commencing from 1 February 2025 to 31 January 2028. The rental rate ranges from Baht 220 to Baht 385 per square meter, based on the rental valuation assessed by an independent appraiser approved by the Office of the Securities and Exchange Commission.</p> <p>For electricity expenses, Mr. Teerachai pays the electricity bills directly to the Metropolitan Electricity Authority and collects reimbursement from the Company based solely on the actual electricity usage, as measured by separate meters clearly allocated for each leased floor.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that the office space rental is beneficial to the Company. The rental price and conditions are appropriate, as the office building is essential to the Company's operations.</p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p><b>Transaction 4</b></p> <p><u>Nature of transaction</u></p> <p>The Company rents office space and utility expenses from Mr. Teerachai</p> <p><u>Details</u></p> <p>Trade and other payables</p> <p><u>Necessity/reasonableness</u></p> <p>The Company leases office space on the 1st to 4th floors of Buildings No. 40 and 42, and the 6th floor of Building No. 42 on Udomsuk Road, with a total leased area of 450 square meters for a period of 3 years from 1 February 2022 to January 31, 2025, with the rental fees as follows:</p> <p>From 1 February 2022 to 31 January 2025, the Company leases office space on the 1st to 4th floors of Buildings No. 40 and 42, and the 6th floor of Building No. 42, Udomsuk Road, totaling 450 sq.m., at a monthly rental rate of THB 105,000, equivalent to THB 200 per square meter. This rental rate is based on the valuation by an independent appraiser approved by the Office of the Securities and Exchange Commission (SEC).</p> <p>From 1 June 2023 to 31 January 2025, the Company leases additional office space on the 6th floor of Building No. 40, Udomsuk Road, with a total area of 50 sq.m., at a monthly rental rate of THB 10,000, equivalent to THB 200 per square meter. This rental rate is also based on the valuation by an independent appraiser approved by the Office of the Securities and Exchange Commission (SEC).</p> <p>The Company has renewed the lease agreement for office space located on the 1st to 4th floors of Buildings No. 40 and 42, and on the 6th floor of Building No. 42 on Udomsuk Road, with a total leased area of 500 square meters.</p>	160,959.00	155,489.00	162,507.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The lease term is three years, commencing from 1 February 2025 to 31 January 2028. The rental rate ranges from Baht 220 to Baht 385 per square meter, based on the rental valuation assessed by an independent appraiser approved by the Office of the Securities and Exchange Commission.</p> <p>For electricity expenses, Mr. Teerachai pays the electricity bills directly to the Metropolitan Electricity Authority and collects reimbursement from the Company based solely on the actual electricity usage, as measured by separate meters clearly allocated for each leased floor.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that the office space rental is beneficial to the Company. The rental price and conditions are appropriate, as the office building is essential to the Company's operations.</p>			
Ms. Pondkarn Rattanakamolporn			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Ms. Pondkarn has provided personal guarantees for promissory notes and letters of guarantee on behalf of the Company</p> <p><u>Details</u></p> <p>- Credit Guarantee</p> <p><u>Necessity/reasonableness</u></p>	253,840,000.00	236,340,000.00	130,000,000.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>Ms. Pondkarn Rattanakamolporn has provided a personal guarantee for the company's credit facilities from a financial institution. This arrangement complies with the institution's condition that requires a major shareholder and/or an executive to act as guarantor for the credit facilities. No guarantee fee is charged for this arrangement. Currently, the company is in negotiations with the financial institution regarding the conditions for changing the guarantor or releasing the guarantee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that the provision of the guarantee for the credit facility is beneficial to the Company. Moreover, it is necessary to provide such a guarantee in order to comply with the conditions set by the financial institution.</p>			
Mr. Takorn Rattanakamolporn			
<p><b>Transaction 1</b></p> <p>2,356,751,011.00</p> <p>2,645,327,250.00</p> <p>2,115,254,506.00</p> <p><u>Nature of transaction</u></p> <p>Mr. Takorn Rattanakamolporn has provided a personal guarantee for the company and its subsidiaries in relation to loan facilities, letters of credit and/or trust receipts, overdraft facilities, promissory notes, letters of guarantee, forward exchange contracts, and hire purchase agreements.</p> <p><u>Details</u></p> <p>- Credit Guarantee</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>Mr. Takorn Rattanakamolporn has provided a personal guarantee for the credit facilities and hire purchase agreements from financial institutions on behalf of the Company and its subsidiaries. This arrangement complies with the financial institutions' requirement that a major shareholder and/or executive act as guarantor for the credit facilities. No guarantee fee is charged for this arrangement. Currently, the company is in negotiations with the financial institutions regarding the conditions for changing the guarantor or releasing the guarantee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that the guarantee of the credit facilities is beneficial to the company. Moreover, it is necessary to provide such a guarantee in order to comply with the requirements of the financial institutions.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Mr. Takorn Rattanakamolporn has pledged his shares as collateral for the RSDT Consortium.</p> <p><u>Details</u></p> <p>- Mortgage Value</p> <p><u>Necessity/reasonableness</u></p> <p>Mr. Takorn Rattanakamolporn pledged his shares as collateral for the RSDT consortium in connection with the new zoo construction project. No collateral fee was charged for this arrangement. The pledge was made in accordance with the financial institution's requirement that the company and/or major shareholders and/or executives provide pledged assets as security.</p> <p><u>Audit committee's opinion</u></p>	0.00	1,505,000,000.00	1,505,000,000.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is beneficial to the company, as the pledged assets serve as collateral for the company's loan facilities in accordance with the requirements set by the financial institution.			
Mr. Teerathat Rattanakamolporn			
<p><b>Transaction 1</b></p> <p>30,000,000.00</p> <p>30,000,000.00</p> <p>30,000,000.00</p> <p><u>Nature of transaction</u></p> <p>Mr. Teerathat has provided a personal guarantee for the company's forward exchange contract facility.</p> <p><u>Details</u></p> <p>- Credit Guarantee</p> <p><u>Necessity/reasonableness</u></p> <p>Mr. Teerathat has provided a personal guarantee for the company's credit facilities from a financial institution. This arrangement complies with the institution's requirement that a major shareholder and/or executive act as guarantor for the credit facilities. No guarantee fee is charged for this arrangement. Currently, the company is in negotiations with the financial institution regarding the conditions for changing the guarantor or releasing the guarantee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that the provision of the guarantee for the credit facilities is beneficial to the company. Moreover, it is necessary to provide such a guarantee in order to comply with the requirements of the financial institution.</p>			
<p><b>Transaction 2</b></p> <p>10,000,000.00</p> <p>10,000,000.00</p> <p>10,000,000.00</p> <p><u>Nature of transaction</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>Mr. Teerathat has pledged his personal assets as collateral for the company.</p> <p><u>Details</u></p> <p>- Mortgage Value</p> <p><u>Necessity/reasonableness</u></p> <p>Mr. Teerathat has mortgaged and pledged his land title deed as collateral for the Company's loan facilities without charging any collateral fee. This arrangement was made in accordance with the financial institution's requirement that the Company and/or major shareholders and/or executives provide mortgaged assets as security. Currently, the company is in negotiations with the financial institution to replace the existing collateral with the company's own assets as mortgage security for the loan facilities.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is beneficial to the company, as the mortgaged assets serve as collateral for the company's loan facilities in accordance with the requirements set by the financial institution. In addition, the company is currently in negotiations with the financial institution to replace the existing collateral with the company's own assets as mortgage security for the loan facilities, in order to reduce financial reliance on related parties.</p>			
Mr. Chaithad Kulchokwanich			
<b>Transaction 1</b>	2,337,888,872.00	2,622,818,432.00	2,092,745,687.00
<u>Nature of transaction</u>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>Mr. Chaithad Kulchokwanich has provided a personal guarantee for the company and its subsidiaries in relation to loan facilities, letters of credit and/or trust receipts, overdraft facilities, promissory notes, letters of guarantee, forward exchange contracts, and hire purchase agreements.</p> <p><u>Details</u></p> <p>- Credit Guarantee</p> <p><u>Necessity/reasonableness</u></p> <p>Mr. Chaithad Kulchokwanich has provided a personal guarantee for the credit facilities and hire purchase agreements from financial institutions on behalf of the company and its subsidiaries. This arrangement complies with the financial institutions' requirement that a major shareholder and/or executive act as guarantor for the credit facilities. No guarantee fee is charged for this arrangement. Currently, the Company is in negotiations with the financial institutions regarding the conditions for changing the guarantor or releasing the guarantee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that the provision of the guarantee for the credit facilities is beneficial to the Company. Moreover, it is necessary to provide such a guarantee in order to comply with the requirements of the financial institution.</p>			
Ms. Muttana Wicheankaewmanee			
<b>Transaction 1</b>	614,997,272.00	608,088,093.00	476,355,349.00
<u>Nature of transaction</u>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>Ms. Muttana Wicheankaewmanee has provided a personal guarantee for the subsidiary company in relation to loan facilities, letters of credit and/or trust receipts, overdraft facilities, promissory notes, letters of guarantee, forward exchange contracts, and hire purchase agreements.</p> <p><u>Details</u></p> <p>- Credit Guarantee</p> <p><u>Necessity/reasonableness</u></p> <p>Ms. Muttana Wicheankaewmanee has provided a personal guarantee for the credit facilities and hire purchase agreements from financial institutions on behalf of a subsidiary company. This arrangement complies with the financial institutions' requirement that a major shareholder and/or executive act as guarantor for the credit facilities. No guarantee fee is charged for this arrangement. Currently, the company is in negotiations with the financial institutions regarding the conditions for changing the guarantor or releasing the guarantee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that the provision of the guarantee for the credit facilities is beneficial to the company. Moreover, it is necessary to provide such a guarantee in order to comply with the requirements of the financial institution.</p>			
DTX Co., Ltd.			
<p><b>Transaction 1</b></p> <p>5,720,000.00</p> <p>10,010,000.00</p> <p>8,580,000.00</p> <p><u>Nature of transaction</u></p> <p>The Company engaged DTX to develop a system</p> <p><u>Details</u></p> <p>- System development cost</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Company engaged DTX to develop the Phase 2 Digital Twin system under the SMART Industrial Estate Project. DTX was selected due to its specialized expertise in Digital Twin system development. The pricing and commercial terms offered are comparable to those of other general service providers in the market.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate and constitutes a normal commercial transaction of the subsidiary. The pricing and commercial terms are comparable to those offered by other general service providers.</p>			
<p><b>Transaction 2</b></p> <p>0.00</p> <p>3,060,200.00</p> <p>3,060,200.00</p> <p><u>Nature of transaction</u></p> <p>The Company engaged DTX to develop a system</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p> <p>The Company engaged DTX to develop the Phase 2 Digital Twin system under the SMART Industrial Estate Project. DTX was selected due to its specialized expertise in Digital Twin system development. The pricing and commercial terms offered are comparable to those of other general service providers in the market.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate and constitutes a normal commercial transaction of the subsidiary. The pricing and commercial terms are comparable to those offered by other general service providers.</p>			
<p><b>Transaction 3</b></p>	0.00	0.00	588,000.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p><u>Nature of transaction</u></p> <p>The company engaged DTX to develop a Digital Twin system for the New Zoo Construction Project (Phase 1), Khlong Hok, Pathum Thani Province.</p> <p><u>Details</u></p> <p>- System development cost</p> <p><u>Necessity/reasonableness</u></p> <p>The company engaged DTX Co., Ltd. to develop a Digital Twin system for the New Zoo Construction Project (Phase 1) in Khlong Hok, Pathum Thani Province. DTX was selected due to its specialized expertise in Digital Twin system development. The pricing and commercial terms offered are comparable to those of other general service providers in the market.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate and constitutes a normal commercial transaction of the subsidiary. The pricing and commercial terms are comparable to those offered by other general service providers.</p>			
RYU Asset Development Co., Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>RYU Asset has mortgaged its assets as collateral for the company and its subsidiaries.</p> <p><u>Details</u></p> <p>- Mortgage Value</p> <p><u>Necessity/reasonableness</u></p>	46,500,000.00	46,500,000.00	46,500,000.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>RYU asset has mortgaged its assets as collateral for the loan facilities of the company and its subsidiaries without charging any collateral fee. This arrangement is in accordance with the financial institution's requirement that the company and/or major shareholders and/or executives provide mortgaged assets as security. However, the company is currently considering replacing the existing collateral with its own assets to secure the loan facilities.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is beneficial to the company, as the mortgaged assets serve as collateral for the loan facilities of the company and its subsidiaries in accordance with the requirements set by the financial institution. In addition, the company is in negotiations with the financial institution to replace the existing collateral with the company's own assets as mortgage security for the loan facilities, in order to reduce financial reliance on related parties.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>The Company has entered into a long-term lease agreement for its head office building from RYU Asset Development Co., Ltd.</p> <p><u>Details</u></p> <p>- Amortization expense</p> <p><u>Necessity/reasonableness</u></p>	2,020,241.00	2,020,241.00	2,020,241.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The company entered into a long-term lease agreement for its head office space, covering a total area of 2,065 square meters, for a period of 30 years from 1 January 2016 to 31 December 2045 with RYU Asset Development Co., Ltd. The lease was paid in full with a one-time payment of THB 60 million, which was equal to the rental value appraised by a valuation firm approved by the Office of the Securities and Exchange Commission. The lease was approved by the Extraordinary General Meeting of Shareholders No. 1/2015 held on 20 November 2015. Utility charges are paid based on actual usage. The company has subleased part of the office space to its subsidiary.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate, as it involves a long-term lease agreement for the property used as the head office of the company and its subsidiaries. The rental rate is reasonable and corresponds to the rate appraised by a reputable valuation firm.</p>			
<p><b>Transaction 3</b></p> <p><u>Nature of transaction</u></p> <p>The Company has entered into a long-term lease agreement for its head office building from RYU Asset Development Co., Ltd.</p> <p><u>Details</u></p> <p>- Right of use assets – land and buildings</p> <p><u>Necessity/reasonableness</u></p>	44,492,693.00	42,472,452.00	40,452,211.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The company entered into a long-term lease agreement for its head office space, covering a total area of 2,065 square meters, for a period of 30 years from 1 January 2016 to 31 December 2045 with RYU Asset Development Co., Ltd. The lease was paid in full with a one-time payment of THB 60 million, which was equal to the rental value appraised by a valuation firm approved by the Office of the Securities and Exchange Commission. The lease was approved by the Extraordinary General Meeting of Shareholders No. 1/2015 held on 20 November 2015. Utility charges are paid based on actual usage. The company has subleased part of the office space to its subsidiary.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate, as it involves a long-term lease agreement for the property used as the head office of the company and its subsidiaries. The rental rate is reasonable and corresponds to the rate appraised by a reputable valuation firm.</p>			
<p><b>Transaction 4</b></p> <p><u>Nature of transaction</u></p> <p>The Company pays utility expenses for the head office building to RYU Asset Development Co., Ltd.</p> <p><u>Details</u></p> <p>- Utility expenses</p> <p><u>Necessity/reasonableness</u></p> <p>The Company pays utility expenses to RYU Asset Development Co., Ltd. for the space in the head office building leased under a long-term agreement. Electricity and water charges are based on actual usage.</p> <p><u>Audit committee's opinion</u></p>	987,445.00	915,745.00	902,211.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate, as it represents a normal payment of utility expenses at rates based on actual usage.</p>			
<p><b>Transaction 5</b></p> <p><u>Nature of transaction</u></p> <p>The Company pays utility expenses for the head office building to RYU Asset Development Co., Ltd.</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p> <p>The Company pays utility expenses to RYU Asset Development Co., Ltd. for the space in the head office building leased under a long-term agreement. Electricity and water charges are based on actual usage.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate, as it represents a normal payment of utility expenses at rates based on actual usage.</p>	71,369.00	69,409.00	76,776.00
Rolling Konzept Innovation Co., Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>ROK has provided a guarantee for the Company's credit facilities.</p> <p><u>Details</u></p> <p>- Credit Guarantee</p> <p><u>Necessity/reasonableness</u></p>	63,340,000.00	147,040,000.00	63,340,000.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>ROK has provided a guarantee for the Company's credit facilities from a financial institution. This arrangement complies with the financial institution's requirement that a major shareholder and/or executive act as guarantor for the credit facilities. No guarantee fee is charged for this arrangement. Currently, the Company is in negotiations with the financial institution regarding the conditions for changing the guarantor or releasing the guarantee.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that the provision of the guarantee for the credit facilities is beneficial to the company. Moreover, it is necessary to provide such a guarantee in order to comply with the requirements of the financial institution.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>ROK provides services for the procurement, planting, and maintenance of mangrove species under the mangrove reforestation project for a subsidiary company.</p> <p><u>Details</u></p> <p>- Other service charges</p> <p><u>Necessity/reasonableness</u></p>	88,056,293.00	81,779,363.00	0.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The subsidiary company engaged ROK to procure, plant, and maintain mangrove species as part of the mangrove reforestation project, aimed at generating carbon credits in collaboration with the Department of Marine and Coastal Resources, Ministry of Natural Resources and Environment. The service fee is based on the estimated rates specified in the Mangrove Reforestation for Carbon Credit Benefits Manual (Revised Edition), B.E. 2564 (2021), prepared by the Mangrove Resources Conservation Division, Department of Marine and Coastal Resources.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate and constitutes a normal business transaction of the subsidiary. The pricing and commercial terms are in line with general market practices and are comparable to the estimated rates provided by the Department of Marine and Coastal Resources.</p>			
<p><b>Transaction 3</b></p> <p><u>Nature of transaction</u></p> <p>ROK provides services for the procurement, planting, and maintenance of mangrove species under the mangrove reforestation project for a subsidiary company.</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p>	0.00	60,717,776.00	56,635,726.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The subsidiary company engaged ROK to procure, plant, and maintain mangrove species as part of the mangrove reforestation project, aimed at generating carbon credits in collaboration with the Department of Marine and Coastal Resources, Ministry of Natural Resources and Environment. The service fee is based on the estimated rates specified in the Mangrove Reforestation for Carbon Credit Benefits Manual (Revised Edition), B.E. 2564 (2021), prepared by the Mangrove Resources Conservation Division, Department of Marine and Coastal Resources.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate and constitutes a normal business transaction of the subsidiary. The pricing and commercial terms are in line with general market practices and are comparable to the estimated rates provided by the Department of Marine and Coastal Resources.</p>			
<p><b>Transaction 4</b></p> <p><u>Nature of transaction</u></p> <p>ROK provides building maintenance and air conditioning system services to the company.</p> <p><u>Details</u></p> <p>- Other service charges</p> <p><u>Necessity/reasonableness</u></p> <p>The Company uses building maintenance and air conditioning system maintenance services from ROK with pricing and commercial terms comparable to those offered by other service providers.</p> <p><u>Audit committee's opinion</u></p>	297,867.00	307,077.00	246,534.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate, as it represents a service that supports the Company's operations. The pricing and commercial terms are comparable to those offered by other service providers.</p>			
<p><b>Transaction 5</b></p> <p>129,365.00                      113,290.00                      99,590.00</p> <p><u>Nature of transaction</u></p> <p>ROK provides building maintenance and air conditioning system services to the company.</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p> <p>The Company uses building maintenance and air conditioning system maintenance services from ROK with pricing and commercial terms comparable to those offered by other service providers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate, as it represents a service that supports the Company's operations. The pricing and commercial terms are comparable to those offered by other service providers.</p>			
<p><b>Transaction 6</b></p> <p>383,824.00                      968,636.00                      1,990,407.00</p> <p><u>Nature of transaction</u></p> <p>The Company sold goods and provides photocopier rental services to ROK</p> <p><u>Details</u></p> <p>- Revenue from sales and services</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Company sold printers, toner, and copier paper and provides photocopier rental services to ROK at rates and under commercial terms equivalent to those offered to other general customers for the same or equivalent models.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate and constitutes a normal commercial transaction of the Company. The pricing and commercial terms are comparable to those offered to other general customers.</p>			
<p><b>Transaction 7</b></p> <p><u>Nature of transaction</u></p> <p>The Company sold goods and provides photocopier rental services to ROK</p> <p><u>Details</u></p> <p>- Trade and other receivables</p> <p><u>Necessity/reasonableness</u></p> <p>The Company sold printers, toner, and copier paper and provides photocopier rental services to ROK at rates and under commercial terms equivalent to those offered to other general customers for the same or equivalent models.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate and constitutes a normal commercial transaction of the Company. The pricing and commercial terms are comparable to those offered to other general customers.</p>	85,558.00	226,758.00	732,732.00
RYU Technology Co., Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p>	1,510,292.00	218,441.00	201,483.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Company sold goods and provides photocopier rental services to RYU Technology</p> <p><u>Details</u></p> <p>- Revenue from sales and services</p> <p><u>Necessity/reasonableness</u></p> <p>The Company sold vocational training kits, spare parts, copier paper and provides photocopier rental services to RYU Technology at rates and under commercial terms equivalent to those offered to other general customers for the same or equivalent models.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate and constitutes a normal commercial transaction of the Company. The pricing and commercial terms are consistent with those offered to other general customers.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>The Company sold goods and provides photocopier rental services to RYU Technology</p> <p><u>Details</u></p> <p>- Revenue from sales and services</p> <p><u>Necessity/reasonableness</u></p> <p>The Company sold vocational training kits, spare parts, copier paper and provides photocopier rental services to RYU Technology at rates and under commercial terms equivalent to those offered to other general customers for the same or equivalent models.</p> <p><u>Audit committee's opinion</u></p>	42,959.00	37,086.00	34,195.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate and constitutes a normal commercial transaction of the Company. The pricing and commercial terms are consistent with those offered to other general customers.</p>			
<p><b>Transaction 3</b></p> <p>0.00</p> <p>0.00</p> <p>10,500,000.00</p> <p><u>Nature of transaction</u></p> <p>RYU Technology engaged the Company to provide Wi-Fi 5G installation services for the wireless network development project.</p> <p><u>Details</u></p> <p>- Other service charges</p> <p><u>Necessity/reasonableness</u></p> <p>RYU Technology engaged the Company to carry out Wi-Fi 5G signal installation services for the Wireless Network Development Project under the “Cultural Heritage Learning Hub Connecting Thailand to the World” initiative, with a total contract value of Baht 6.20 million. The engagement leverages the Company’s technical capabilities and expertise of its installation team to enhance operational efficiency and generate additional revenue. The pricing and commercial terms are comparable to those generally offered to other customers in the ordinary course of business.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate, as it represents a service that supports the Company’s operations. The pricing and commercial terms are comparable to those offered by other service providers.</p>			
<p><b>Transaction 4</b></p> <p>0.00</p> <p>0.00</p> <p>3,000,000.00</p> <p><u>Nature of transaction</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>RYU Technology engaged the Company to provide Wi-Fi 5G installation services for the wireless network development project.</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p> <p>RYU Technology engaged the Company to carry out Wi-Fi 5G signal installation services for the Wireless Network Development Project under the “Cultural Heritage Learning Hub Connecting Thailand to the World” initiative, with a total contract value of Baht 6.20 million. The engagement leverages the Company’s technical capabilities and expertise of its installation team to enhance operational efficiency and generate additional revenue. The pricing and commercial terms are comparable to those generally offered to other customers in the ordinary course of business.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate, as it represents a service that supports the Company’s operations. The pricing and commercial terms are comparable to those offered by other service providers.</p>			
<p><b>Transaction 5</b></p> <p><u>Nature of transaction</u></p> <p>RYU Technology engaged the Company to provide Oracle Database installation services for the Landslide and Flash Flood Monitoring and Early Warning System Project.</p> <p><u>Details</u></p> <p>- Other service charges</p> <p><u>Necessity/reasonableness</u></p>	0.00	0.00	885,369.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>RYU Technology engaged the Company to carry out Oracle Database installation services for the Landslide and Flash Flood Monitoring and Early Warning System Project, with a total contract value of Baht 1.25 million. The engagement leverages the Company's technical capabilities and the expertise of its installation team to enhance operational efficiency and generate additional revenue. The pricing and commercial terms are comparable to those generally offered to other customers in the ordinary course of business.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate, as it represents a service that supports the Company's operations. The pricing and commercial terms are comparable to those offered by other service providers.</p>			
<p><b>Transaction 6</b></p> <p><u>Nature of transaction</u></p> <p>RYU Technology engaged the Company to provide Oracle Database installation services for the Landslide and Flash Flood Monitoring and Early Warning System Project.</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p>	0.00	0.00	1,337,500.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>RYU Technology engaged the Company to carry out Oracle Database installation services for the Landslide and Flash Flood Monitoring and Early Warning System Project, with a total contract value of Baht 1.25 million. The engagement leverages the Company's technical capabilities and the expertise of its installation team to enhance operational efficiency and generate additional revenue. The pricing and commercial terms are comparable to those generally offered to other customers in the ordinary course of business.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate, as it represents a service that supports the Company's operations. The pricing and commercial terms are comparable to those offered by other service providers.</p>			
TEAM Consulting Engineering and Management Public Company Limited			
<p><b>Transaction 1</b></p> <p>0.00</p> <p>19,159,436.00</p> <p>17,023,798.00</p> <p><u>Nature of transaction</u></p> <p>TEAMG engaged a subsidiary of the company for the design and installation of a telemetry system project.</p> <p><u>Details</u></p> <p>- Other service charges</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>TEAMG hired the subsidiary to carry out design, installation, and repair work for telemetry systems a core area of expertise for the subsidiary under two projects:</p> <p>1) The repair, improvement, and performance enhancement of the main and branch remote water monitoring systems (Yom and Nan river basins), and 2) The development of an automatic remote water monitoring system for the Lower Eastern Coast of the Southern River Basin. The combined project value is THB 36.08 million. The pricing and commercial terms are consistent with those offered to other general customers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that it is appropriate and constitutes a normal commercial transaction of the subsidiary. The pricing and commercial terms are comparable to those offered to other general customers.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>The company provided maintenance services for the QR code system to TEAMG</p> <p><u>Details</u></p> <p>- Revenue from Services</p> <p><u>Necessity/reasonableness</u></p>	0.00	317,589.00	1,260,000.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The company provided maintenance services for the QR code system and related equipment to TEAMG for use in tracking timber usage under the “The Precious Wood Knowledge Museum” construction project. The Company was selected for its expertise in software development. The pricing and commercial terms are consistent with those offered to other general customers. The Company, its subsidiary, and TEAMG share responsibility for the costs of the system in proportion to their participation in the Consortium.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the said transaction and is of the opinion that it is appropriate and constitutes a normal commercial transaction of the Company. The pricing and commercial terms are comparable to those offered to other general customers.</p>			
<p><b>Transaction 3</b></p> <p><u>Nature of transaction</u></p> <p>The company provided maintenance services for the QR code system to TEAMG</p> <p><u>Details</u></p> <p>- Trade and other receivables</p> <p><u>Necessity/reasonableness</u></p> <p>The company provided maintenance services for the QR code system and related equipment to TEAMG for use in tracking timber usage under the “The Precious Wood Knowledge Museum” construction project. The Company was selected for its expertise in software development. The pricing and commercial terms are consistent with those offered to other general customers. The Company, its subsidiary, and TEAMG share responsibility for the costs of the system in proportion to their participation in the Consortium.</p> <p><u>Audit committee's opinion</u></p>	0.00	0.00	1,260,000.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Audit Committee has reviewed the said transaction and is of the opinion that it is appropriate and constitutes a normal commercial transaction of the Company. The pricing and commercial terms are comparable to those offered to other general customers.</p>			
<p><b>Transaction 4</b></p> <p>89,000.00</p> <p>89,000.00</p> <p>86,000.00</p> <p><u>Nature of transaction</u></p> <p>The Company engaged TEAMG as a project consultancy contractor</p> <p><u>Details</u></p> <p>- Other service charges</p> <p><u>Necessity/reasonableness</u></p> <p>The Company engaged TEAMG to provide consultancy services in preparing documentation for carbon footprint certification, as the company is recognized for its expertise in various engineering consultancy services. The engagement was conducted at a price and under commercial terms comparable to those offered by other service providers in the market. Notably, this engagement occurred prior to Mr. Teerachai becoming a major shareholder of TEAMG.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is deemed a normal commercial transaction conducted at market rates and under conditions similar to those offered by other general service providers.</p>			
<p><b>Transaction 5</b></p> <p>10,700.00</p> <p>64,200.00</p> <p>64,200.00</p> <p><u>Nature of transaction</u></p> <p>Joint Golf Club Membership Usage with TEAMG</p> <p><u>Details</u></p> <p>- Other service charges</p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p><u>Necessity/reasonableness</u></p> <p>The Company jointly entered into a golf club membership agreement with TEAMG for the purpose of hosting clients and guests. Both companies agreed to equally share the cost of a 50-year primary membership, a 50-year associate membership, and other related service fees, totaling THB 6.42 million, with each party responsible for THB 3.21 million. This joint membership allowed for more favorable pricing than if the companies had subscribed separately.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal course of business to support client engagement, with costs shared equally between both parties.</p>			
<p><b>Transaction 6</b></p> <p>3,199,300.00</p> <p>3,135,100.00</p> <p>3,070,900.00</p> <p><u>Nature of transaction</u></p> <p>Joint Golf Club Membership Usage with TEAMG</p> <p><u>Details</u></p> <p>- Rights under the golf club membership agreement</p> <p><u>Necessity/reasonableness</u></p> <p>The Company jointly entered into a golf club membership agreement with TEAMG for the purpose of hosting clients and guests. Both companies agreed to equally share the cost of a 50-year primary membership, a 50-year associate membership, and other related service fees, totaling THB 6.42 million, with each party responsible for THB 3.21 million. This joint membership allowed for more favorable pricing than if the companies had subscribed separately.</p> <p><u>Audit committee's opinion</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal course of business to support client engagement, with costs shared equally between both parties.</p>			
<p><b>Transaction 7</b></p> <p>0.00</p> <p>235,400.00</p> <p>492,200.00</p> <p><u>Nature of transaction</u></p> <p>Annual Golf Club Membership Fee</p> <p><u>Details</u></p> <p>- Other service charges</p> <p><u>Necessity/reasonableness</u></p> <p>The Company paid an annual membership fee for a golf club in which it holds a joint membership with TEAMG. Both companies equally share the annual membership cost of approximately THB 240,000 per year.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal business activity to support client engagement, with expenses equally shared between both parties.</p>			
<p><b>Transaction 8</b></p> <p>5,327,103.00</p> <p>5,850,000.00</p> <p>38,280,100.00</p> <p><u>Nature of transaction</u></p> <p>Engagement of TEAMG by a Subsidiary for Project Consultancy Services</p> <p><u>Details</u></p> <p>- Consultancy fee</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>A subsidiary engaged TEAMG as the contractor for a consultancy project on the development of an automatic remote water monitoring system. TEAMG was selected due to its recognized expertise in engineering consultancy, particularly in the field of water resources. The engagement was conducted at market rates and under commercial terms comparable to other service providers. Notably, this engagement occurred prior to Mr. Teerachai becoming a major shareholder of TEAMG.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is deemed a normal commercial activity conducted by the subsidiary under standard pricing and terms equivalent to those offered by other service providers.</p>			
<p><b>Transaction 9</b></p> <p>0.00</p> <p>0.00</p> <p>17,300,225.00</p> <p><u>Nature of transaction</u></p> <p>Engagement of TEAMG by a Subsidiary for Project Consultancy Services</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p> <p>A subsidiary engaged TEAMG as the contractor for a consultancy project on the development of an automatic remote water monitoring system. TEAMG was selected due to its recognized expertise in engineering consultancy, particularly in the field of water resources. The engagement was conducted at market rates and under commercial terms comparable to other service providers. Notably, this engagement occurred prior to Mr. Teerachai becoming a major shareholder of TEAMG.</p> <p><u>Audit committee's opinion</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is deemed a normal commercial activity conducted by the subsidiary under standard pricing and terms equivalent to those offered by other service providers.</p>			
<p><b>Transaction 10</b></p> <p>0.00</p> <p>0.00</p> <p>13,131.00</p> <p><u>Nature of transaction</u></p> <p>The Company rents office space and Utility expenses from TEAMG.</p> <p><u>Details</u></p> <p>- Rental and other service charges</p> <p><u>Necessity/reasonableness</u></p> <p>The Company leases office space on the 13th floors of Buildings No. 151 on Nuan Chan Road Bueng Kum District, with a total leased area of 510.70 square meters including 6 parking spaces for a period of 3 years from 1 October 2025 to September 30, 2028, with the rental fees TH 300 per square metre per month, equivalent to a monthly rental of Baht 153,210. In addition, TeamG granted the Company a rent-free period for the first three months. The rental rate is referenced based on an appraisal conducted by an independent appraiser approved by the Office of the Securities and Exchange Commission.</p> <p>For electricity expenses, TeamG pays the electricity bills directly to the Metropolitan Electricity Authority and collects reimbursement from the Company based solely on the actual electricity usage, as measured by separate meters clearly allocated for each leased floor.</p> <p><u>Audit committee's opinion</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Audit Committee has reviewed the aforementioned transaction and is of the opinion that the office space rental is beneficial to the Company. The rental price and conditions are appropriate, as the office building is essential to the Company's operations.</p>			
<p><b>Transaction 11</b></p> <p><u>Nature of transaction</u></p> <p>The Company rents office space and Utility expenses from TEAMG.</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p> <p>The Company leases office space on the 13th floors of Buildings No. 151 on Nuan Chan Road Bueng Kum District, with a total leased area of 510.70 square meters including 6 parking spaces for a period of 3 years from 1 October 2025 to September 30, 2028, with the rental fees TH 300 per square metre per month, equivalent to a monthly rental of Baht 153,210. In addition, TeamG granted the Company a rent-free period for the first three months. The rental rate is referenced based on an appraisal conducted by an independent appraiser approved by the Office of the Securities and Exchange Commission.</p> <p>For electricity expenses, TeamG pays the electricity bills directly to the Metropolitan Electricity Authority and collects reimbursement from the Company based solely on the actual electricity usage, as measured by separate meters clearly allocated for each leased floor.</p> <p><u>Audit committee's opinion</u></p>	0.00	0.00	6,433.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
The Audit Committee has reviewed the aforementioned transaction and is of the opinion that the office space rental is beneficial to the Company. The rental price and conditions are appropriate, as the office building is essential to the Company's operations.			
TEAM Next Co., Ltd.			
<p><b>Transaction 1</b></p> <p>0.00</p> <p>3,364,486.00</p> <p>11,214,953.00</p> <p><u>Nature of transaction</u></p> <p>Engagement of TEAM Next Company Limited ("TEAM Next") for Project Consultancy</p> <p><u>Details</u></p> <p>- Consultancy fee</p> <p><u>Necessity/reasonableness</u></p> <p>The RSDT Consortium engaged TEAM Next as the consultant for Phase 1 of the New Zoo Construction Project in Khlong Hok. All four companies within the RSDT Consortium shared the consultancy fees in proportion to their respective interests in the joint venture. TEAM Next was selected due to its expertise in construction supervision consultancy services. The engagement was made at a price and under commercial terms comparable to those of other general service providers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction, conducted at market rates and under terms consistent with those offered by other service providers.</p>			
<p><b>Transaction 2</b></p> <p>0.00</p> <p>0.00</p> <p>16,841,121.00</p> <p><u>Nature of transaction</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>A Subsidiary of the Company engagement of TEAM Next Company Limited (“TEAM Next”) for Project Consultancy</p> <p><u>Details</u></p> <p>- Consultancy fee</p> <p><u>Necessity/reasonableness</u></p> <p>The RSDT Consortium engaged TEAM Next as the consultant for Phase 1 of the New Zoo Construction Project in Khlong Hok and The SSDT Consortium . All four companies within the RSDT Consortium and the SSDT Consortium shared the consultancy fees in proportion to their respective interests in the joint venture. TEAM Next was selected due to its expertise in construction supervision consultancy services. The engagement was made at a price and under commercial terms comparable to those of other general service providers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction, conducted at market rates and under terms consistent with those offered by other service providers.</p>			
<p><b>Transaction 3</b></p> <p><u>Nature of transaction</u></p> <p>A Subsidiary of the Company engagement of TEAM Next Company Limited (“TEAM Next”) for Project Consultancy</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p>	0.00	0.00	7,280,000.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The RSDT Consortium engaged TEAM Next as the consultant for Phase 1 of the New Zoo Construction Project in Khlong Hok and The SSDT Consortium . All four companies within the RSDT Consortium and the SSDT Consortium shared the consultancy fees in proportion to their respective interests in the joint venture. TEAM Next was selected due to its expertise in construction supervision consultancy services. The engagement was made at a price and under commercial terms comparable to those of other general service providers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction, conducted at market rates and under terms consistent with those offered by other service providers.</p>			
Geotechnical and Foundation Engineering Co.,Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>The subsidiary company purchased equipment from Geotechnical and Foundation Engineering</p> <p><u>Details</u></p> <p>- Purchase</p> <p><u>Necessity/reasonableness</u></p>	0.00	0.00	831,050.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>- The GS Joint Venture (a joint venture between Geotechnical and Foundation Engineering Co.,Ltd. and Siam TC Technology Co., Ltd.) purchased soil movement monitoring instruments together with related equipment from Witsawakam Thorani for Phase 1 of the soil movement monitoring instrument supply project.</p> <p>- The SGTR Joint Venture (a joint venture among Siam TC Technology Co., Ltd., Geotechnical and Foundation Engineering Co.,Ltd. Team Consulting Engineering and Management Public Company Limited, and RU Technology Co., Ltd.) purchased soil movement monitoring instruments from Witsawakam Thorani for the procurement project of one Landslide and Flash Flood Monitoring and Early Warning System.</p> <p>The engagement was made at a price and under commercial terms comparable to those of other general service providers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction, conducted at market rates and under terms consistent with those offered by other service providers.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>The subsidiary company purchased equipment from Geotechnical and Foundation Engineering</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p>	0.00	0.00	530,774.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>- The GS Joint Venture (a joint venture between Geotechnical and Foundation Engineering Co.,Ltd. and Siam TC Technology Co., Ltd.) purchased soil movement monitoring instruments together with related equipment from Witsawakam Thorani for Phase 1 of the soil movement monitoring instrument supply project.</p> <p>- The SGTR Joint Venture (a joint venture among Siam TC Technology Co., Ltd., Geotechnical and Foundation Engineering Co.,Ltd. Team Consulting Engineering and Management Public Company Limited, and RU Technology Co., Ltd.) purchased soil movement monitoring instruments from Witsawakam Thorani for the procurement project of one Landslide and Flash Flood Monitoring and Early Warning System.</p> <p>The engagement was made at a price and under commercial terms comparable to those of other general service providers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction, conducted at market rates and under terms consistent with those offered by other service providers.</p>			
Netbay Public Company Limited			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Netbay engaged the Company to provide call center services.</p> <p><u>Details</u></p> <p>- Revenue from Services</p> <p><u>Necessity/reasonableness</u></p>	0.00	0.00	61,635.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>Netbay engaged the Company to provide call center services. The engagement was made as the Company provides call center services to support its customers. Such engagement enables the Company to utilise its resources more efficiently. The engagement was made at a price and under commercial terms comparable to those of other general service providers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction, conducted at market rates and under terms consistent with those offered by other service providers.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Netbay engaged the Company to provide call center services.</p> <p><u>Details</u></p> <p>- Trade and other receivables</p> <p><u>Necessity/reasonableness</u></p> <p>Netbay engaged the Company to provide call center services. The engagement was made as the Company provides call center services to support its customers. Such engagement enables the Company to utilise its resources more efficiently. The engagement was made at a price and under commercial terms comparable to those of other general service providers.</p> <p><u>Audit committee's opinion</u></p>	0.00	0.00	55,953.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction, conducted at market rates and under terms consistent with those offered by other service providers.</p>			
<p><b>Transaction 3</b></p> <p>0.00</p> <p>21,541,869.00</p> <p>12,160,000.00</p> <p><u>Nature of transaction</u></p> <p>Engagement of Netbay Public Company Limited (“NETBAY”) for System Development and Installation for the Zoo Project</p> <p><u>Details</u></p> <p>- Other service charges</p> <p><u>Necessity/reasonableness</u></p> <p>The Company engaged NETBAY to develop the Smart Zoo Application and install the DBA Oracle Service Zoo Project for the New Zoo Construction Project in Khlong Hok. NETBAY was selected due to its recognized expertise in information system development. The engagement was made at market rates and under commercial terms comparable to those offered by other general service providers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction, conducted at standard pricing and terms consistent with those of other service providers.</p>			
<p><b>Transaction 4</b></p> <p>0.00</p> <p>12,222,000.00</p> <p>11,265,710.00</p> <p><u>Nature of transaction</u></p> <p>Engagement of Netbay Public Company Limited (“NETBAY”) for System Development and Installation for the Zoo Project</p> <p><u>Details</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p> <p>The Company engaged NETBAY to develop the Smart Zoo Application and install the DBA Oracle Service Zoo Project for the New Zoo Construction Project in Khlong Hok. NETBAY was selected due to its recognized expertise in information system development. The engagement was made at market rates and under commercial terms comparable to those offered by other general service providers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction, conducted at standard pricing and terms consistent with those of other service providers.</p>			
<p><b>Transaction 5</b></p> <p><u>Nature of transaction</u></p> <p>Engagement of Netbay Public Company Limited (“NETBAY”) for the developer of a web application system for a project undertaken for a financial institution client.</p> <p><u>Details</u></p> <p>- Other service charges</p> <p><u>Necessity/reasonableness</u></p> <p>The Company engaged NETBAY to develop the developer of a web application system for a project undertaken for a financial institution client. NETBAY was selected due to its recognized expertise in information system development. The engagement was made at market rates and under commercial terms comparable to those offered by other general service providers.</p> <p><u>Audit committee's opinion</u></p>	0.00	0.00	4,572,596.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction, conducted at standard pricing and terms consistent with those of other service providers.</p>			
<p><b>Transaction 6</b></p> <p><u>Nature of transaction</u></p> <p>Engagement of Netbay Public Company Limited (“NETBAY”) for the developer of a web application system for a project undertaken for a financial institution client.</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p> <p>The Company engaged NETBAY to develop the developer of a web application system for a project undertaken for a financial institution client. NETBAY was selected due to its recognized expertise in information system development. The engagement was made at market rates and under commercial terms comparable to those offered by other general service providers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction, conducted at standard pricing and terms consistent with those of other service providers.</p>	0.00	0.00	856,596.00
<p><b>Transaction 7</b></p> <p><u>Nature of transaction</u></p> <p>Engagement of Netbay Public Company Limited (“NETBAY”) as E-Tax Invoice System Service Provider</p> <p><u>Details</u></p> <p>- Other service charges</p>	0.00	26,086.00	82,679.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p><u>Necessity/reasonableness</u></p> <p>The Company engaged NETBAY as its service provider for the electronic submission of tax invoices to business partners and the Revenue Department. The engagement was conducted at standard pricing and under commercial terms comparable to those offered by other service providers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal business-supporting activity, conducted at market rates and under terms consistent with those of other general service providers.</p>			
<p><b>Transaction 8</b></p> <p>0.00</p> <p>1,222.00</p> <p>5,550.00</p> <p><u>Nature of transaction</u></p> <p>Engagement of Netbay Public Company Limited (“NETBAY”) as E-Tax Invoice System Service Provider</p> <p><u>Details</u></p> <p>- Trade and other payables</p> <p><u>Necessity/reasonableness</u></p> <p>The Company engaged NETBAY as its service provider for the electronic submission of tax invoices to business partners and the Revenue Department. The engagement was conducted at standard pricing and under commercial terms comparable to those offered by other service providers.</p> <p><u>Audit committee's opinion</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal business-supporting activity, conducted at market rates and under terms consistent with those of other general service providers.</p>			
Pan Plus Marketing Co., Ltd.			
<p><b>Transaction 1</b></p> <p>147,222.00                      135,054.00                      79,417.00</p> <p><u>Nature of transaction</u></p> <p>Provision of Photocopier Rental Services to Pan Plus Marketing</p> <p><u>Details</u></p> <p>- Revenue from Services</p> <p><u>Necessity/reasonableness</u></p> <p>The Company provided photocopier rental services to Pan Plus Marketing. The rental rates and terms were equivalent to those offered to other general customers for the same or comparable models of photocopiers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction conducted at market rates and under terms consistent with those offered to other general customers.</p>			
<p><b>Transaction 2</b></p> <p>3,419.00                              12,834.00                              2,452.00</p> <p><u>Nature of transaction</u></p> <p>Provision of Photocopier Rental Services to Pan Plus Marketing</p> <p><u>Details</u></p> <p>- Trade and other receivables</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Company provided photocopier rental services to Pan Plus Marketing. The rental rates and terms were equivalent to those offered to other general customers for the same or comparable models of photocopiers.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has reviewed the transaction and considers it appropriate. The transaction is regarded as a normal commercial transaction conducted at market rates and under terms consistent with those offered to other general customers.</p>			

**9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company**

Measures and procedures for approving related party transactions or connected transactions

N/A

Future trends in related party transactions

N/A

**9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions**

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

## Part 3 Financial Statement

## Board of Directors' Responsibility Statement for the Financial Report

## Board of Directors' Responsibility for Financial Reporting

The Board of Directors of Ditto (Thailand) Public Company Limited is responsible for the preparation and presentation of the consolidated and separate financial statements for the year 2025, in order to present the financial position and operating results of the Company in accordance with the Public Limited Companies Act B.E. 2535 (1992), the Accounting Act B.E. 2543 (2000), and the Securities and Exchange Act B.E. 2535 (1992), as well as generally accepted financial reporting standards.

To ensure that the accounting information is accurate, complete, and sufficient to safeguard the Company's assets, as well as to prevent fraud or irregularities, the Board of Directors has overseen the establishment of an effective internal control system to mitigate potential financial risks. This includes the selection of appropriate accounting policies and the exercise of prudent and reasonable accounting judgment.

The Board of Directors believes that the aforementioned financial statements accurately, completely, transparently, and adequately reflect the Company's financial position, operating results, and cash flows. They are sufficient for shareholders, investors, and stakeholders to evaluate performance, plan financial strategies, and make informed business decisions effectively.

In this regard, the Board of Directors is committed to maintaining the highest standards of good corporate governance and risk management, ensuring that the Company operates with transparency, accountability, and in compliance with good governance principles.

Professor Woothisarn Tanchai

Chairman of the Board

## Auditor's Report

**DITTO (THAILAND) PUBLIC COMPANY LIMITED**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025**  
**AND AUDITOR'S REPORT**

## AUDITOR'S REPORT

### To the Shareholders of Ditto (Thailand) Public Company Limited

#### Opinion

I have audited the accompanying consolidated and separate financial statements of Ditto (Thailand) Public Company Limited and its subsidiary (“the Group”) and of Ditto (Thailand) Public Company Limited (“the Company”), respectively, which comprise the consolidated and separate statement of financial position as at December 31, 2025, the consolidated and separate statement of comprehensive income, changes in equity and cash flows for the year then ended, and notes to the financial statements, including significant accounting policies.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of Ditto (Thailand) Public Company Limited and its subsidiary and of Ditto (Thailand) Public Company Limited, respectively, as at December 31, 2025, and their consolidated and separate financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

#### Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of Matter

I draw attention to Note 37 to the financial statements, the Group has filed a lawsuit and were sued by litigant that are currently in the process of considering by the Court. However, the case has not been finalized yet. The management assessed that the Group will not be affected by any impacts from the mentioned lawsuit, in accordingly, the provision for damage from litigation has not been provided in these financial statements.

My opinion on the financial statements is not modified in according to the matters which I draw attention above.

## Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

<i>The key audit matter</i>	<i>Audit procedures</i>
<p><b><i>Revenue and cost from innovation development and engineering contracts</i></b></p> <p>The Group is engaged in a variety of businesses, which results in complex revenue recognition, calculation and allocation methods for revenue and cost of goods and services, and timing of transfer of control from delivery of goods and services that require management judgment, particularly the innovation development and engineering business. The Group recognizes revenue under the service contract based on the performance obligation satisfied over time calculating from the proportion of stage of completion for each project referred to the accounting records and assessment of the engineering stage of completion, including, the possibility of loss incurred and the measurement of expected loss which required high level of management’s judgement. Those revenue and cost under the service contracts are significant high value transaction. For the year ended December 31, 2025, the revenue and cost from innovation development and engineering contract was of Baht 2,528 million and Baht 1,841 million, respectively, as disclosed in note 9 to the financial statements.</p> <p>I have identified the revenue and cost from innovation development and engineering contracts to be the key audit matters as its high value is material to the consolidated financial statements. Including the reporting of service contract revenue and cost for each project and assessment of the engineering stage of completion which required high level of management’s judgement.</p>	<p>Other than making the inquiries, the audit procedures for revenue and cost from innovation development and engineering contract included sampling test as follows:</p> <ul style="list-style-type: none"> <li>- assessing and testing the internal control regarding to the preparation process of actual cost report and estimated costs for each of project, revision of estimated cost, the accounting and engineering stage of completion, recognition of revenue under the service contracts and expected loss;</li> <li>- testing the estimated costs for each of project regarding to quantity and price among construction drawing and project reports shown quantity used and price and wages as well.</li> </ul>

## **Other Information**

Management is responsible for the other information. The other information comprises the information included in the annual report of the Group, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

## **Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements**

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the Group and business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the Group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Kornpreeya Soonphipratsakul  
 Certified Public Accountant  
 Registration Number 10001

Siam Truth Audit Company Limited  
 Bangkok,  
 February 26, 2026

## Financial Statements

## DITTO (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## STATEMENTS OF FINANCIAL POSITION

AS AT DECEMBER 31, 2025

Baht

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	5	260,957,962	96,454,488	133,035,792	77,586,069
Short-term investments	6	215,321,195	221,069,608	209,582,449	211,728,798
Trade and other receivables	7	285,500,014	389,168,916	172,922,523	266,039,208
Accrued income	8	107,132,110	76,964,791	107,132,110	77,053,577
Unbilled completed work	9	1,105,651,743	1,181,810,463	200,507,014	331,439,371
Short-term loan to related parties	4	-	90,342,123	50,088,151	294,571,753
Inventories	10	80,823,856	43,184,816	74,942,047	33,432,561
Other current assets	11	477,880,027	274,957,832	348,028,257	138,179,220
<b>Total current assets</b>		<b>2,533,266,907</b>	<b>2,373,953,037</b>	<b>1,296,238,343</b>	<b>1,430,030,557</b>
<b>Non-current assets</b>					
Restricted bank deposits	12	98,275,296	65,881,441	38,577,775	42,960,900
Retention receivables		16,317,928	7,546,500	-	-
Investments in subsidiary	13	-	-	99,999,000	19,999,800
Investments in associated company	14	820,964,732	834,304,669	831,185,896	832,098,396
Investments in joint venture	15	3,746,536	8,837,516	9,999,980	9,999,980
Long-term investments	16	897,370,258	890,770,258	897,370,258	890,770,258
Property, plant and equipment	17	164,331,550	139,209,618	137,340,261	109,881,552
Right-of-use assets	18	53,628,709	49,680,313	53,276,978	48,951,356
Intangible assets		9,422,549	14,669,323	9,332,749	14,541,225
Cost of mangrove reforestation planting	19	267,866,073	204,786,850	-	-
Deferred tax assets	31	12,955,800	9,466,142	9,413,026	6,393,120
Other non-current assets		55,674,662	61,585,221	55,642,662	63,882,119
<b>Total non-current assets</b>		<b>2,400,554,093</b>	<b>2,286,737,851</b>	<b>2,142,138,585</b>	<b>2,039,478,706</b>
<b>Total assets</b>		<b>4,933,821,000</b>	<b>4,660,690,888</b>	<b>3,438,376,928</b>	<b>3,469,509,263</b>

## DITTO (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## STATEMENTS OF FINANCIAL POSITION

AS AT DECEMBER 31, 2025

Baht

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
<b>Liabilities and equity</b>					
<b>Current liabilities</b>					
Short-term loan from financial institutions	20	42,550,000	-	-	-
Trade and other payables	21	397,477,392	349,823,194	227,063,516	163,122,881
Current portion of liabilities	18	11,926,417	14,097,068	9,787,179	7,109,208
Advance received in excess of work completed	9	465,851,946	531,647,338	121,527,827	184,012,616
Corporate income tax payable		54,160,111	44,695,095	21,559,034	13,243,290
Provision for employee benefit	23	2,269,214	265,281	2,041,074	52,847
Provisions		11,310,296	6,482,874	2,313,660	902,024
Other current liabilities	22	86,932,746	91,060,111	34,678,101	56,653,753
<b>Total current liabilities</b>		<b>1,072,478,122</b>	<b>1,038,070,961</b>	<b>418,970,391</b>	<b>425,096,619</b>
<b>Non-current liabilities</b>					
Lease liabilities	18	17,867,840	15,674,263	15,512,466	13,641,787
Deferred income		12,478,854	25,585,014	12,504,333	24,915,758
Deposit and guarantee for goods and services		6,559,189	3,176,982	4,427,193	3,176,982
Provision for employee benefit	23	17,891,881	17,822,918	14,582,469	14,923,436
Other non-current liabilities		2,339,430	1,155,500	2,339,430	1,155,500
<b>Total non-current liabilities</b>		<b>57,137,194</b>	<b>63,414,677</b>	<b>49,365,891</b>	<b>57,813,463</b>
<b>Total liabilities</b>		<b>1,129,615,316</b>	<b>1,101,485,638</b>	<b>468,336,282</b>	<b>482,910,082</b>
<b>Equity</b>					
Share capital	24				
Ordinary shares		346,956,800	346,956,799	346,956,800	346,956,799
Premium on share capital		2,207,817,223	2,207,817,190	2,207,817,223	2,207,817,190
Retained earnings	25, 26				
Appropriated - legal reserve		39,967,891	39,967,891	39,967,891	39,967,891
Unappropriated		1,224,023,691	971,506,870	392,338,732	401,377,301
Surplus from business combination under common control		2,470,532	2,470,532	-	-
Other components of equity		(17,040,000)	(9,520,000)	(17,040,000)	(9,520,000)
Total equity holders of the parent		3,804,196,137	3,559,199,282	2,970,040,646	2,986,599,181
Non-controlling interests		9,547	5,968	-	-
<b>Total equity</b>		<b>3,804,205,684</b>	<b>3,559,205,250</b>	<b>2,970,040,646</b>	<b>2,986,599,181</b>
<b>Total liabilities and equity</b>		<b>4,933,821,000</b>	<b>4,660,690,888</b>	<b>3,438,376,928</b>	<b>3,469,509,263</b>

DITTO (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
 STATEMENTS OF COMPREHENSIVE INCOME  
 FOR THE YEAR ENDED DECEMBER 31, 2025

Baht

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
<b>Revenue from sales and services</b>	<b>30, 33</b>	<b>3,169,010,431</b>	<b>2,432,255,362</b>	<b>1,619,417,713</b>	<b>1,337,753,942</b>
Cost of sales and services	28, 29	(2,332,846,958)	(1,772,532,267)	(1,183,874,544)	(1,007,183,868)
<b>Gross profit</b>		<b>836,163,473</b>	<b>659,723,095</b>	<b>435,543,169</b>	<b>330,570,074</b>
Other income	30	1,133,075	1,588,764	10,389,068	10,342,441
Selling expenses	28, 29	(31,968,968)	(35,040,776)	(29,968,491)	(33,457,401)
Administrative expenses	28, 29	(153,371,356)	(128,352,915)	(122,809,747)	(102,114,648)
<b>Profit from operations</b>		<b>651,956,224</b>	<b>497,918,168</b>	<b>293,153,999</b>	<b>205,340,466</b>
Finance income		1,847,030	995,865	10,316,534	4,901,927
Share of profit from investments in associated company and joint venture	14, 15	61,028,610	47,659,179	-	-
Dividend income	4, 14, 16	16,650,000	6,230,000	95,299,140	50,965,340
Gain from disposal and revaluation on short-term investments		3,853,639	10,813,170	3,853,639	10,813,170
Finance costs		(5,410,309)	(5,370,970)	(4,508,188)	(3,048,484)
<b>Profit before income tax</b>		<b>729,925,194</b>	<b>558,245,412</b>	<b>398,115,124</b>	<b>268,972,419</b>
Tax expense	31	(130,674,353)	(99,950,098)	(60,318,963)	(42,477,784)
<b>Profit for the year</b>		<b>599,250,841</b>	<b>458,295,314</b>	<b>337,796,161</b>	<b>226,494,635</b>
<b>Other comprehensive income (loss)</b>					
<b>Items that may be reclassified subsequently to profit or loss</b>					
Share of other comprehensive income of associated company accounted for using equity method	14	181,103	42,078	-	-
<b>Items that will never be reclassified subsequently to profit or loss</b>					
Share of other comprehensive loss of associated company accounted for using equity method	14	(77,614)	(368,903)	-	-
Defined benefit plan actuarial loss		-	(3,799,350)	-	(2,836,128)
Loss from investments measured at fair value through other comprehensive income	16	(9,400,000)	(17,800,000)	(9,400,000)	(17,800,000)
Income tax relating to items that will never be reclassified to profit or loss	31	1,880,000	4,319,870	1,880,000	4,127,226
<b>Total items that will never be reclassified subsequently to profit or loss</b>		<b>(7,597,614)</b>	<b>(17,648,383)</b>	<b>(7,520,000)</b>	<b>(16,508,902)</b>
<b>Other comprehensive loss - net of tax</b>		<b>(7,416,511)</b>	<b>(17,606,305)</b>	<b>(7,520,000)</b>	<b>(16,508,902)</b>
<b>Total comprehensive income</b>		<b>591,834,330</b>	<b>440,689,009</b>	<b>330,276,161</b>	<b>209,985,733</b>

## DITTO (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## STATEMENTS OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED DECEMBER 31, 2025

Baht

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
<b>Profit for the year attributable to:</b>					
Equity holders of the Company		599,248,062	458,293,032	337,796,161	226,494,635
Non-controlling interests		2,779	2,282	-	-
<b>Profit for the year</b>		<b>599,250,841</b>	<b>458,295,314</b>	<b>337,796,161</b>	<b>226,494,635</b>
<b>Total comprehensive income attributable to:</b>					
Equity holders of the Company		591,831,551	440,686,735	330,276,161	209,985,733
Non-controlling interests		2,779	2,274	-	-
<b>Total comprehensive income</b>		<b>591,834,330</b>	<b>440,689,009</b>	<b>330,276,161</b>	<b>209,985,733</b>
<b>Earnings per share</b>					
	32				
Basic earning per share		0.8636	0.6650	0.4868	0.3286
Weighted average number of ordinary shares (shares)		693,913,598	689,196,658	693,913,598	689,196,658

**DITTO (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED DECEMBER 31, 2025**

		Consolidated financial statements										Baht
	Note	Issued and paid-up share capital	Premium on share capital	Retained earnings		Surplus from business combination under common control	Other components of equity	Total	Non-controlling interests	Total equity		
				Appropriated to legal reserve	Unappropriated							
Balance as at January 1, 2024		330,356,799	1,395,081,190	33,035,680	696,956,486	2,470,532	4,720,000	2,462,620,687	3,694	2,462,624,381		
Increase in ordinary shares	24	16,600,000	812,736,000	-	-	-	-	829,336,000	-	829,336,000		
Dividend paid	25	-	-	-	(173,444,140)	-	-	(173,444,140)	-	(173,444,140)		
Total comprehensive income (loss)		-	-	-	454,926,735	-	(14,240,000)	440,686,735	2,274	440,689,009		
Legal reserve	26	-	-	6,932,211	(6,932,211)	-	-	-	-	-		
Balance as at December 31, 2024		346,956,799	2,207,817,190	39,967,891	971,506,870	2,470,532	(9,520,000)	3,559,199,282	5,968	3,559,205,250		
Increase in ordinary shares	24	1	33	-	-	-	-	34	800	834		
Dividend paid	25	-	-	-	(346,834,730)	-	-	(346,834,730)	-	(346,834,730)		
Total comprehensive income (loss)		-	-	-	599,351,551	-	(7,520,000)	591,831,551	2,779	591,834,330		
Balance as at December 31, 2025		346,956,800	2,207,817,223	39,967,891	1,224,023,691	2,470,532	(17,040,000)	3,804,196,137	9,547	3,804,205,684		

The accompanying notes are an integral part of these financial statements.

**DITTO (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**  
**STATEMENT OF CHANGES IN EQUITY**

**FOR THE YEAR ENDED DECEMBER 31, 2025**

*Baht*

	Note	Separate financial statements						Total equity
		Issued and paid-up share capital	Premium on share capital	Retained earnings		Other components of equity		
				Appropriated to legal reserve	Unappropriated			
<b>Balance as at January 1, 2024</b>		<b>330,356,799</b>	<b>1,395,081,190</b>	<b>33,035,680</b>	<b>357,527,919</b>	<b>4,720,000</b>	<b>2,120,721,588</b>	
Increase in ordinary shares	24	16,600,000	812,736,000	-	-	-	829,336,000	
Dividend paid	25	-	-	-	(173,444,140)	-	(173,444,140)	
Total comprehensive income (loss)		-	-	-	224,225,733	(14,240,000)	209,985,733	
Legal reserve	26	-	-	6,932,211	(6,932,211)	-	-	
<b>Balance as at December 31, 2024</b>		<b>346,956,799</b>	<b>2,207,817,190</b>	<b>39,967,891</b>	<b>401,377,301</b>	<b>(9,520,000)</b>	<b>2,986,599,181</b>	
Increase in ordinary shares	24	1	33	-	-	-	34	
Dividend paid	25	-	-	-	(346,834,730)	-	(346,834,730)	
Total comprehensive income (loss)		-	-	-	337,796,161	(7,520,000)	330,276,161	
<b>Balance as at December 31, 2025</b>		<b>346,956,800</b>	<b>2,207,817,223</b>	<b>39,967,891</b>	<b>392,338,732</b>	<b>(17,040,000)</b>	<b>2,970,040,646</b>	

The accompanying notes are an integral part of these financial statements.

## DITTO (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2025

Baht

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Cash flows from operating activities</b>				
<b>Profit for the year</b>	<b>599,250,841</b>	<b>458,295,314</b>	<b>337,796,161</b>	<b>226,494,635</b>
Adjustments to reconcile profit for the year to cash generated (paid) from operating activities				
Depreciation and amortization	44,425,931	46,368,443	37,461,166	39,524,245
Expected credit loss (reversal)	183	(242,156)	183	(242,156)
Gain from disposal and revaluation on short-term investments	(3,853,639)	(10,813,170)	(3,853,639)	(10,813,170)
Loss from impairment of assets	542,935	253,796	503,265	240,855
(Gain) loss from sale of asset	(335,677)	(47,189)	24,136	(73,580)
Unrealized (gain) loss on exchange rate	(7,266)	6,458	(7,266)	6,458
Finance cost	3,502,386	3,357,009	2,568,579	901,627
Share of profit from investments in associated company and joint venture	(61,028,610)	(47,659,179)	-	-
Dividend income	(16,650,000)	(6,230,000)	(95,299,140)	(50,965,340)
Interest income	(1,847,030)	(995,865)	(10,316,534)	(4,901,927)
Tax expense	130,674,353	99,950,098	60,318,963	42,477,784
<b>Cash flows generated from operations before changes in operating assets and liabilities</b>	<b>694,674,407</b>	<b>542,243,559</b>	<b>329,195,874</b>	<b>242,649,431</b>
<b>Operating assets decrease (increase)</b>				
Trade and other receivables	103,645,237	215,288,590	93,115,725	106,096,277
Accrued income	(30,167,318)	(51,091,010)	(30,077,757)	(51,120,873)
Unbilled completed work	76,158,720	(712,712,600)	130,932,357	(136,938,399)
Inventories	(37,217,692)	696,470	(41,088,138)	(4,683,968)
Other current assets	(202,922,195)	(75,992,689)	(209,849,038)	(17,961,865)
Retention receivables	(8,771,428)	(5,031,000)	-	-
Other non-current assets	5,910,559	(23,949,580)	8,238,082	(27,057,821)
<b>Operating liabilities increase (decrease)</b>				
Trade and other payables	51,646,993	122,865,994	63,859,541	949,065
Advance received in excess of work completed	(65,795,393)	23,004,501	(62,484,789)	23,591,569
Provisions	4,827,422	589,114	1,411,636	37,464
Other current liabilities	(5,224,890)	50,219,844	(23,032,366)	30,091,961
Deferred income	(13,106,160)	6,029,887	(12,411,425)	6,285,815
Deposit and guarantee for goods and services	3,382,207	(353,119)	1,250,211	(353,119)
Provision for employee benefit	2,165,993	2,329,813	1,740,356	1,863,836
Other non-current liabilities	1,183,930	1,023,994	1,183,930	1,023,994
<b>Cash flows provided by operating activities</b>	<b>580,390,392</b>	<b>95,161,768</b>	<b>251,984,199</b>	<b>174,473,367</b>
Interest received	2,212,635	643,547	14,800,137	330,173
Income tax paid	(122,818,996)	(81,382,405)	(53,143,126)	(36,050,865)
<b>Net cash flows provided by operating activities</b>	<b>459,784,031</b>	<b>14,422,910</b>	<b>213,641,210</b>	<b>138,752,675</b>

## DITTO (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2025

Baht

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Cash flows from investing activities</b>				
Decrease of short-term investments	9,602,052	299,025,137	5,999,988	278,545,227
(Increase) decrease in restricted bank deposits	(32,393,855)	(199,408)	4,383,124	(2,835,900)
Increase in short-term loan to related party	-	(90,000,000)	(150,000,000)	(290,000,000)
Repayment from short-term loan to related party	90,000,000	-	390,000,000	-
Increase capital in subsidiary	-	-	(79,999,200)	-
Increase capital in subsidiary from non-controlling interests	800	-	-	-
Invest in associated company and joint venture	(87,500)	(1,762,396)	(87,500)	(1,762,396)
Purchase of long-term investments	(16,000,000)	-	(16,000,000)	-
Cash received from liquidation of investments in associates	1,001,376	-	1,001,376	-
Sale of equipment	1,318,561	357,463	958,748	151,855
Purchase of land and equipment	(54,274,175)	(32,022,219)	(52,533,791)	(26,839,232)
Invest in cost of mangrove reforestation planting	(67,161,273)	(99,859,128)	-	-
Purchase of intangible assets	(100,488)	(1,037,637)	(100,488)	(1,037,636)
Dividend received	95,299,140	50,965,340	95,299,140	50,965,340
<b>Net cash flows provided by investing activities</b>	<b>27,204,638</b>	<b>125,467,152</b>	<b>198,921,397</b>	<b>7,187,258</b>
<b>Cash flows from financing activities</b>				
Increase (decrease) in short-term loan from financial institutions	42,550,000	(5,184,711)	-	-
Repayment for lease liabilities	(15,799,062)	(18,165,357)	(8,761,588)	(10,519,860)
Advance received for share subscription	33	-	33	-
Dividend paid	(345,737,205)	(173,444,140)	(345,778,015)	(173,444,139)
Finance costs paid	(3,498,961)	(3,392,337)	(2,573,314)	(894,847)
<b>Net cash flows used in financing activities</b>	<b>(322,485,195)</b>	<b>(200,186,545)</b>	<b>(357,112,884)</b>	<b>(184,858,846)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>164,503,474</b>	<b>(60,296,483)</b>	<b>55,449,723</b>	<b>(38,918,913)</b>
Cash and cash equivalents at the beginning of the year	96,454,488	156,750,971	77,586,069	116,504,982
<b>Cash and cash equivalents at the end of the year</b>	<b>260,957,962</b>	<b>96,454,488</b>	<b>133,035,792</b>	<b>77,586,069</b>
<b>Additional details of non-cash items</b>				
1) Transfer photocopiers for rent from equipments to inventories	421,348	229,437	421,348	229,437
2) Purchase of asset by entering lease contracts	4,312,762	17,220,764	1,801,012	11,647,400
3) Issue the increase ordinary shares with a premium on share capital for the purpose to swap with the long-term investment and investment in associated company	-	829,336,000	-	829,336,000

## Notes to the Financial Statements

**DITTO (THAILAND) PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2025**

**1. GENERAL INFORMATION**

Ditto (Thailand) Public Company Limited (“the Company”) is incorporated in Thailand.

Its registered head office is at 235/1-3, Ratpattana Road, Ratpattana, Sapansung, Bangkok..

The Company has 3 branches in Bangkok and upcountry detailed as follows :

Branch 1 : 40 Udomsuk Road, Nongbon, Pravet, Bangkok.

Branch 2 : 222 Moo 2, Klongtumru, Muang District, Chonburi.

Branch 3 : 8 Soi Ramkamhang 118 Yak 42-2, Sapansung, Bangkok.

The Company was listed the Stock in the Stock Exchange of Thailand on May 6, 2021.

The Company and its subsidiary (“the Group”) are engaged in 4 principal businesses as follows:

- Distribution, rental and rendering service of photocopiers, printer and technology products
- Distribution and rendering service of data and document management solution
- Rendering technology engineering services for projects
- Mangrove reforestation concession for carbon credits

Major shareholders were as follows:

Major shareholders	Nationality	Shareholding	
		December 31,	
		2025	2024
Rattanakamolporn Group	Thai	49.78	49.43

The financial statement for the year ended December 31, 2025 have been approved for issue by the Company’s Board of Directors on February 26, 2025.

**2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS**

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), including the accounting guidelines promulgated by the Federation of Accounting Professions (“TFAC”) and the financial reporting requirements of the Securities and Exchange Commission.

The financial statements in Thai language are presented in Thai Baht, which is the Group’s functional currency. The preparation of these official statutory financial statements is issued for Thai reporting purposes. The financial statements in English language have been translated from the financial statements in Thai language.

The preparation of the financial statements in conformity with Thai Financial Reporting Standards (“TFRS”) requires management to make judgments estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying amounts of assets and liabilities that are not readily apparent from other sources. Subsequent actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period, if the revision affects only that accounting period, and in the accounting period of the revision and future periods, if the revision affects both current and future accounting periods.

## BASIS OF PREPARATION OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements include the financial statements of Ditto (Thailand) Public Company Limited and its subsidiary (together referred to as the “Group”) and the Group’s interests in associated companies and joint ventures as follows:

Companies	Country of incorporation	Business type	Shareholding		%
			December 31,		
			2025	2024	
<b>Subsidiary</b>					
Siam TC Technology Company Limited	Thailand	Construction services, mechanical and electrical engineering system and infomation technology	100.00	100.00	
<b>Associated Company</b>					
VDT Water Supply Company Limited	Thailand	Water management	-	20.00	
Netbay Public Company Limited	Thailand	the provision and development of computer software used in electronically transmission of information	24.90	24.90	
Data Tech Information Company Limited	Thailand	loan for the car repair center	35.00	-	
<b>Direct Joint Venture</b>					
DTX Company Limited	Thailand	Developing tools and technologies for big data analysis	50.00	50.00	
<b>Indirect Joint Venture</b>					
Asset Activator Company Limited	Thailand	Asset information management using electronic systems	51.00	51.00	

The preparations of the consolidated financial statements have been based on the same accounting policies for the same or similar accounting transactions or accounting events.

### Acquisitions from entities under common control

Business combination under common control are accounted for using a method similar to the pooling of interest method. Under that method the acquirer recognizes assets and liabilities of the acquired businesses at their carrying amounts in the consolidated financial statements of the ultimate parent company at the moment of the transaction. The difference between the carrying amount of the acquired net assets and the consideration transferred is recognized as surplus or discount from business combinations under common control in shareholder’s equity. The surplus or discount will be transferred to retained earnings upon divestment of the businesses acquired.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In assessing control, the Group take into consideration potential voting rights that currently are exercisable.

## **Subsidiaries**

Subsidiaries are an entity controlled by the Group. The Company is deemed to have control over subsidiaries if it has rights, or is exposed, to variable returns from its involvement with subsidiaries, and it has the ability to affect those returns through its power over the entity.

The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

### Non-controlling interests

The non-controlling interests are presented by the profit or loss and the net assets of subsidiaries that are not held by the Group and are separately presented in the consolidated statement of comprehensive income and statement of changes in equity.

## **Associated companies**

Associated companies are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies.

Investments in associated companies are accounted for using the equity method. They are initially recognized at cost, which includes transaction costs. Subsequent to initial recognition, they are recognized share of the profit or loss and other comprehensive income until the date on which significant influence of the Group ceases. When share of losses that are allocated from the associated companies exceeds its interest in the investment in associated companies, the investment is reduced to zero. It does not continue to recognize further losses unless the Group has incurred obligations or made payments on behalf of associated companies.

## **Joint arrangement**

A joint arrangement is an arrangement of which two or more parties have joint control in an entity. A joint control as the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor. A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement.

### - Joint ventures

Joint ventures accounted for under the equity method of accounting, interests in joint ventures are initially recorded at cost and adjusted thereafter to recognize the Company's share of the post-acquisition profits or losses and movements in other comprehensive income. When the Company's share of losses in a joint venture equals its interests in the joint ventures, it does not continue to recognize further losses unless the Group has incurred obligations or made payments on behalf of the joint ventures.

### - Joint operations

The Company recognizes its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in the financial statements under the appropriate headings.

### Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealized income or expenses arising from intra-group transactions, are eliminated. Unrealized gains arising from transactions with the associated companies and

joint control entities are eliminated against the investment to the extent of the Group's interest in the investee. Unrealized losses are eliminated in the same way as unrealized gains, but only to the extent that there is no evidence of impairment.

### **New financial reporting standards**

#### **a) Financial reporting standards that became effective in the current year**

During the year, the Group has adopted the revised financial reporting standards including the accounting guidances which are effective for fiscal years beginning on or after January 1, 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the clarification of accounting practices and accounting guidances to users of TFRSs.

The management assessed the financial statements of the Group do not have any significant impacts from the mentioned TFRSs in the year that it is adopted.

#### **b) Financial reporting standard that will become effective in the future**

The Federation of Accounting Professions promulgated the numbers of revised financial reporting standards, which are effective for fiscal years beginning on or after January 1, 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards the clarification of accounting practices, and guidance to users of TFRSs.

The management of the Group believes that the revision of TFRSs does not have any significant impact on the financial statements.

## **3. SIGNIFICANT ACCOUNTING POLICIES**

### **The measurement bases used in preparing the financial statements**

Other than those disclosed elsewhere in the significant accounting policies and other notes to the financial statements, the financial statements are prepared on the historical cost basis.

#### **Revenue**

##### **Contracts with customer**

The Group accounts for a contract with a customer when it has entered into an agreement between counter parties that creates enforceable rights and obligations. The Group has to identify its performance obligations.

##### **Revenue recognition**

Revenue from contracts with customers is recognized, depending on the terms of the contract and the laws that apply to the contracts, when control of the goods or services is transferred to the customer and over time or at a point in time and at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts and volume rebates.

##### **Contracts with multiple elements**

Revenues from contracts with multiple elements are allocated by fair value of standalone selling price in each performance obligation. In case of contracts have both obligations to perform at point of time and overtime,

difference from revenue recognition and performance obligations at the beginning of contracts is recognized as contract assets or contract liabilities and recognized over the contract periods.

Contract assets stated at net book value after allowance for terminate contracts.

Allowance for terminate contracts is mostly assessed primarily on analysis of payment histories, future expectations of customer payments and cancellation contracts history. Contract assets will be written off when contracts are cancelled.

### **Sale of goods and rendering of services**

Revenue from sales of goods and rendering of services is recognized when a customer obtains control of the goods and services, generally on delivery of the goods and rendering of services to the customers. For contracts that permit the customers to return the goods, revenue is recognized to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur.

For bundled packages, the Group accounts for individual products and services separately if they are distinct, or a product or service is separately identifiable from other items and a customer can benefit from it, or the multiple services are rendered in different reporting periods. The consideration received is allocated based on their relative stand-alone selling prices of products and services.

For sale with warranties to assure that the goods complies with agree-upon specifications, recognized the warranty according to TAS 37 “Provisions, Contingent Liabilities and Contingent Assets”.

The service-type warranties provided customers with a service in addition to the assurance that the product complies with agree-upon specifications is recognized as revenue over the period in which the service is provided.

### **Advances**

Advances received from customers are classified as current liabilities and recognized as revenue when the Group transferred control over the goods and services to the customers. For the advances that contain a significant financing component, they include the interest expense accreted on the contract liability under the effective interest method. The Group uses practical expedient which is not adjust the consideration for any effects of a significant financing component if the period of financing is 12 months or less.

### **Retention (receivables/ payables)**

The agreement stipulates that a principal shall deduct a retention from a contractor at a rate of 5% - 10% of the installment upon the contractor delivers and bills for subsequent installment until the work is fully completed for guaranteeing the work performed throughout the guaranteeing period of 1-2 years. Upon expiration of the guaranteeing period and the guaranteed conditions specified in the agreement is met, the principal will return that retention to the contractor, either in full or in part, as requested by the contractor. Even if the deduction from the retention may have resulted in incomplete or unsatisfactory performance.

### **Revenue from rendering of services**

The Group recognizes revenue from services based on the nature of service provided over the contract period. Such recognition is on a straight-line method basing on the proportion of the rendered service period to the total service period in according to the contract.

Revenue for rendering of services is recognized as services are provided.

## **Rental income and its related services**

Rental income from copier and office area with its related services are recognized on a straight-line basis over the term of the lease. Contingent rentals are recognized as income in the accounting period in which they occur. The related service income is recognized over the term of the lease.

## **Innovation development and engineering contracts**

### Revenues from service contract

Revenues from service contract includes the initial amount agreed in the contract plus any variations in contract work, claims or incentive payments to the extent that it is probable that they will result in revenue and can be measured reliably. Revenues from service contract are recognized when the Group satisfies a performance obligation according to the contract over time by transferring control of asset from service rendered to a customer. Revenues from service contract are recognized on an input method based on the proportion of service costs incurred for work performed to date relative to the total estimated service costs.

When the outcome of a service contract cannot be estimated reliably, revenues from service contract are recognized not exceed to the extent of contract costs incurred that it is probably will be recoverable.

### Loss from cost over returns

When it is probable that total service costs will exceed total service revenue, the Group will recognize the expected loss on a contract in profit or loss.

### Unbilled completed work and advances received in excess of work completed

The Group becomes entitled to invoice customers for construction based on achieving a series of performance-related milestones under the input method. When a particular milestone is reached, the customer receives an invoice for the related milestone payment. The Group recognizes unbilled completed work as a contract asset and presents separately from trade and other receivables, and it will be classified as a financial asset - trade receivables when it is invoiced to the customer. If the amount that is invoiced and already received exceeds the revenue recognized to date based on a percentage completion basis, the Group recognizes different amount as advances received in excess of work completed, a contract liability in respect of obligation that the Group have to fulfil according to the contract. Advances will be deducted from the bill of work over the period as indicated in the construction agreement.

## **Interest income**

Interest income is recognized using the effective interest method.

Interest income is calculated by applying the effective interest rate to the gross book value of financial assets.

## **Dividend received**

Dividend received is recognized as income when the Group has the right to receive dividends.

## **Contract assets and liabilities**

Contract assets are recognized when has recognized revenue before it has an unconditional right to receive consideration. The contract assets are measured at the amount of consideration that is entitled to, less allowance for expected credit loss. The contract assets are classified as trade receivables when the Group has an unconditional right to receive consideration that usually occurs when issues an invoice to the customer.

Contract liabilities are the obligation to transfer goods or services to the customer. The contract liabilities are recognized when receives or has an unconditional right to receive non-refundable consideration from the customer before recognizes the related revenue.

## **Expenses**

### **Cost to fulfil a contract**

The Group recognizes costs to fulfil a contract that relate to satisfied performance obligations in the contract in profit or loss when incurred, unless the Group can identify that the costs relate directly to a contract or to an anticipated contract that the Group can specifically identify, the costs will be used in satisfying performance obligations in the future, and the costs are expected to be recovered, that costs fulfilling a contract are recognized as assets and amortized on a systematic basis that is consistent with the pattern of revenue recognition for the related contract.

An allowance for impairment loss is recognized to the extent that the carrying amount of an asset exceeds the remaining amount of consideration that the entity expects to receive less related costs.

An allowance for total anticipated loss from cost over return on project is recognized when it is quite certain that total costs will exceed total revenue.

### **Finance cost**

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of the respective assets.

All other borrowing costs are expensed in the period they are incurred basing on the effective interest method. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds, unwinding of the discount on provisions and contingent consideration.

The interest component of finance lease payments is recognized using the effective interest method.

Interest expenses are recognized as an expense over the term of loan. Interest expenses are calculated from the outstanding of loan principal on an accrual basis using the effective interest method.

### **Deferred financial fees**

Financial expenses related to borrowings that are typically incurred on or before signing facility agreements and before actual draw down of the loans are recorded as deferred financial fees and presented as a deduction against the related loan account and amortized using the effective interest method over the term of loan.

### **Financial instruments**

Financial assets and financial liabilities are recognized in the consolidated and separate statements of financial position when the Group becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities and subsequently measured at amortized cost or fair value through other comprehensive income are added to or deducted from the fair value of the financial assets or financial liabilities. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities subsequently measured at fair value through profit or loss are recognized immediately in profit or loss.

## Classification and measurement of financial assets and financial liabilities

### Financial assets classified as debt instruments

The Group classifies financial assets that are debt instruments as financial assets that are subsequently measured at amortized cost or fair value depends on the business model for managing financial assets and the contractual cash flow characteristics of the financial assets as follows:

- Financial assets measured at amortized cost

The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. These financial assets are initially recognized at fair value on trade date and subsequently measured at amortized cost net of allowance for expected credit losses (if any).

#### Amortized cost basing on the effective interest method

The effective interest method is a method of calculating the amortized cost of a debt instrument and of allocating interest income over the relevant period. Interest income is recognized in profit or loss and is included in the “interest income” item.

- Financial assets measured at fair value through profit or loss

Unless the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows or the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. These financial assets are initially recognized at fair value and are subsequently measured at fair value. Unrealized gains and losses from change in fair value, and gains and losses on disposal of instruments are recognized as gains (losses) on financial instruments.

### Financial assets classified as equity instruments

Except the interests in subsidiaries, associated company and joint venture

- Financial assets measured at fair value through other comprehensive income

The Group has classified investment in equity instruments that not held for trading but held for strategic purposes or for securities with potential for high market volatility as the financial asset measured at fair value through other comprehensive income, where an irrevocable election has been made. Such classification is determined on an instrument-by-instrument basis. Gains and losses arising from subsequently changes in fair value is recognized in other comprehensive income and is directly transferred to retained earnings when disposal.

Dividends on these investments are recognized in profit or loss, unless the dividends clearly represent a recovery of part of the cost of the investment.

The fair value of marketable securities is based on the latest bid price of the last working day of the reporting period as quoted on the Stock Exchange of Thailand.

The fair value of debt instruments is determined based on yield rates quoted by the Thai Bond Market Association.

The fair value of investment units is determined from their net asset values.

Purchase and sales of investments are recorded on trade date.

The weighted average method is used for computation of the cost of investments.

In case of investments are interest-bearing, interest calculated using the effective interest method is recognized in profit or loss.

Losses on impairment of investments (if any) are included in profit or loss.

### **Offsetting**

Financial assets and financial liabilities are offset, and the net amount is presented in the statement of financial position when the Group has a legal right to offset the amounts and intends to settle on a net basis or to realize the asset and settle the liability simultaneously.

### **Derecognition of financial assets**

The Group derecognizes a financial asset when the contractual cash flows from the asset expire or it transfers its rights to receive contractual cash flows on the financial asset in a transaction in which all or substantially all the risks and rewards of ownership are transferred. Any interest from transferred financial assets, which is created, controlled or retained by the Group, are still recognized as financial assets and recognized as borrowing which have collateral for proceeds received.

On derecognition of a financial asset measured at amortized cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognized in profit or loss.

On derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at fair value through other comprehensive income, the cumulative gain or loss previously accumulated in the investment revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

### **Write-off**

The Group writes off debts (either partially or in full) when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the legal criteria for bad debts written-off, whichever occurs sooner. Bad debt written-off may still be subject to enforcement activities under recovery procedures, taking into account legal advice where appropriate. However, the Group continues to execute the case, in order to comply with the Group's recovery policy.

The gross carrying amount of a financial asset is written off when has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognized as a reversal of impairment in profit or loss in the period in which the recovery occurs.

### **Allowance for expected credit losses on financial assets**

The Group applies the Simplified Approach for recognition of expected credit losses of financial assets - debt instruments which are trade receivables and the contractual assets, investment in debt instruments, loans and certain of other assets.

The Group recognizes allowance for expected credit losses at an amount equal to the lifetime expected credit losses in cases where there has been a significant increase in credit risk since initial recognition, but the assets are not credit impaired, or where the assets are credit impaired.

At every reporting date, the amount of allowance for expected credit losses is reassessed to reflect changes in credit risk of financial assets since initial recognition.

## **Simplified Approach**

The measurement of expected credit losses on financial assets by applying the Simplified Approach is a calculation to estimate using a provision matrix depended on the Group's historical credit loss experience adjusted with the factors that are specific to the receivables, general economic conditions, forecast of future economic condition, an assessment of both the current as well as the forecast direction of conditions at the reporting date, and time value of money, as appropriate. In addition, the Group shall principally determine the past due status of the customers and also their capability to maintain the value of collateral relative to the terms of contract.

At every reporting date, the Group determines whether the credit risk of other debt instruments and deposit at financial institutions has increased significantly since initial recognition, by mainly taking into account internal and external credit rating of the counterparties as well as overdue status.

The Company assesses whether the credit risk has increased significantly from the date of initial recognition on an individual or collective basis. In order to perform collective evaluation of impairment, the Group classifies financial assets on the basis of shared credit risk characteristics, such as the type of instrument, overdue status, and other relevant factors.

Financial assets are assessed to be credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the counterparties have occurred, there are indications that the borrower is experiencing significant financial difficulties, or there is a breach of contract, as well as delinquency.

The group recognizes an allowance for expected credit losses by adjusting to the carrying amount of related accounts. For the increase (decrease) in an allowance for expected credit losses is recognized as expenses during the period in profit or loss.

## **Financial liabilities**

Financial liabilities are initially recognized at fair value and subsequently measured at amortized cost using the effective interest method.

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or a shorter period, to the amortized cost of a financial liability.

### **Derecognition of financial liabilities**

The Group derecognizes financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

## **Employee benefits**

### **Short-term employee benefits**

Short-term employee benefits are expensed as the related service is provided. A liability is recognized for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

## Post-employment benefits

The Group and its employees have jointly established the provident funds which is a monthly contributed and defined contribution plan. The fund's asset of the provident fund is separated from the Group's asset and has been managed by a licensed fund manager.

The provident fund receives a cash contribution from employee and the Group. The contribution expenditure of the provident fund and obligation in respect of defined contribution plan is recognized as expense in profit or loss for the period that transaction incurred.

The employee benefit obligations in relation to the severance payment under the labor law and the additions determinedly the Group are recognized as a charge to results of operations over the employee's service period. It is calculated by the estimation of the amount of future benefit to be earned by the employee in return for the service provided to the Group through the service period up to the retirement age and the amount is discounted to determine the present value. The reference discount rate is the yield rate of government bonds as at the reporting date. The calculation is based on the actuarial technique using the Projected Unit Credit Method.

When the employee benefits are improved, the portion of the increased benefit relating to past service rendered by employee is recognized in profit or loss on a straight-line basis over the average period until the benefits become vested.

When the actuarial assumptions are changed, the Group recognizes actuarial gains (losses) immediately in other comprehensive income.

Past service costs relating the amendment of plan are recognized as an expense in other comprehensive income when the plan amendment is effective.

## Income tax

Income tax for the year comprises current tax and deferred tax.

Current tax and deferred taxes are recognized in profit or loss.

Deferred tax in the extent that they relate to items recognized directly in shareholders' equity are recognized in other comprehensive income.

## Current tax

The expected tax payable or receivable is calculated on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the end of reporting period date, and any adjustment to tax payable in respect of previous years.

## Deferred tax

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities and the amounts used for taxation purposes.

Deferred tax is not recognized for the temporary differences regarding to the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss.

The Group does not recognise a deferred tax liability of all taxable temporary differences associated with investments in subsidiaries, associates and joint ventures as the Group is able to control the timing of reversal of the temporary differences and it is probable that the temporary difference will not reverse in the foreseeable future. the Group will recognise a deferred tax liability of all taxable temporary differences associated with investments in subsidiaries, associates and joint ventures immediately when it is probable that the Group will dispose the investments in subsidiaries, associates and joint ventures in the foreseeable future.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences, using tax rates enacted or substantively enacted at the end of reporting period date.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Group to change their judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax assets and liabilities, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized, including unutilized taxable losses. Deferred tax assets are reviewed at the end of reporting period date and reduced its carrying amount to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized against to the temporary differences and unutilized taxable losses.

### **Cash and cash equivalents**

Cash and cash equivalents comprise cash, cash at banks type current accounts and saving accounts, cash at bank with an original maturity not exceeding 3 months, including negotiable certificate of deposit and highly liquid short-term investments in bill of exchange or promissory notes issued by financial institutions due at call or with original maturities of three months or less, excluded deposits at bank on obligation or subject to withdrawal restrictions and insignificant risk of change in value.

### **Trade and other receivables**

Trade and other receivables are stated at their invoice value less allowance for expected credit losses.

A receivable is recognized when the Group has an unconditional right to receive consideration. If revenue has been recognized before the Group has an unconditional right to receive consideration, the amount is recognized as a contract asset that means accrued income and unbilled receivables.

The Group estimates expected credit losses, using a provision matrix to find the expected credit losses rate. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

### **Inventories**

Inventories are stated at the lower of cost or net realizable value.

Cost of inventories is calculated by using the first in – first out method.

The photocopiers for rent under operating leases are transferred to inventories when ceased to rent and held for sale and stated at the lower of net book value at that date or net realizable value.

Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

The Group records the allowance for devaluation of inventories for all deteriorated, damaged, obsolete and slow-moving inventories.

### **Investments in subsidiaries, associated companies and joint ventures**

Investments in subsidiaries, associated companies and joint ventures in the separate financial statements are accounted for using the cost method net of allowance for impairment (if any).

Investments in associated companies and joint ventures in the consolidated financial statements are accounted for using the equity method.

Impairment losses, if any, are recognized in profit or loss.

### **Property, plant and equipment**

#### Owned assets

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses (if any).

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, including capitalized borrowing costs when meets the criteria.

Purchased software that is integral to the functionality of the related equipment is capitalized as part of that equipment.

When parts of an item of property, plant and equipment have different consumption patterns or useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined as the difference between the net disposal proceeds less cost to sale and the carrying amount of property, plant and equipment, and are recognized net within other income or other expenses in profit or loss.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognized

#### Leased assets

Leases in terms of which the Group substantially assume all the risk and rewards of ownership are classified as finance leases. Property, plant and equipment acquired by way of finance leases is capitalized at the lower of its fair value and the present value of the minimum lease payments at the inception of the lease, less accumulated depreciation and allowance for impairment losses (if any).

Lease payments are apportioned between the finance cost and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance cost are recognized in the profit or loss.

## Subsequent costs

The cost of replacing a part of an item of property, plant and equipment and cost of renovations are recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group within more than one accounting period, and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred.

## Depreciation

Depreciation is calculated based on the depreciable value of plant and equipment, which is the cost of an asset, or other amount substituted for cost, less its residual value.

Assets from cost of replacement and cost of renovations are depreciated over the remaining useful life of the related asset.

Depreciation is calculated basing on a straight-line basis over the estimated useful lives of each component of an item of assets and recognized in profit or loss.

The estimated useful lives are as follows:

	<i>Years</i>
Land improvement	10
Buildings	20
Building improvement	5 - 7
Photocopier for rent	5 - 10
Document scanner for service	5 - 10
Machineries and equipment	5
Office equipment	3 - 5
Vehicles	5

No depreciation is provided on freehold land and assets under construction and installation.

Depreciation for the finance lease assets is charged as expense for each reporting period. The depreciation method for leased assets is consistent with that for depreciable assets that are owned by the Group.

The residual value of an asset is the estimated amount that the Group would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

The depreciation method, residual value and useful life of an asset should be reviewed at least at each financial year-end and, if expectations differ from previous estimates, any change is accounted for prospectively as a change in estimate.

Photocopies for rent have primary purpose for lease and subsequently photocopies for sale. At first, photocopies are primary taken for operating lease presented in the statement of financial position under "Equipment" account and are depreciated over their estimated useful lives as mentioned above included in the statement of comprehensive income under "Cost of services". When photocopies for rent is returned in according to the term of agreement and the purpose changes to for sale, photocopies are no longer depreciated and classified to "Inventories" at their net book value (cost less accumulated depreciation and allowance for impairment (if any)). When such photocopies are sold, cost of sale is recognized with the net book value on the date of sale in the statement of comprehensive income in the period as they are incurred.

## **Cost of mangrove reforestation planting**

Cost of mangrove reforestation planting is the right to participate in the mangrove reforestation project for carbon credits with the government sector for a period of 30 years. The Group are the investor in supplying, planting and maintaining plants during the specified period, which is all recorded as cost of mangrove reforestation concession. The Group will benefit from the measurement of carbon credits generated from the measurement of carbon dioxide gas sequestration by trees under the mangrove reforestation project and sales of carbon credits to the users.

Mangrove reforestation concession invested by the Group and has the definite useful life, is recognized at cost less accumulated amortization and allowance for impairment (if any).

### **Subsequent expenditure**

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates.

### **Amortization**

Amortization is based on the cost of the asset, or other amount substituted for cost.

Amortization is recognized in profit or loss on a production - output basis over the estimated production - output of mangrove reforestation concession from the date that they are available for use.

## **Impairment of non-financial assets**

The carrying amounts of non-financial assets in respect of property, plant and equipment, intangible assets, right-of-use assets and other assets, are reviewed at each reporting period to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognized if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognized in profit or loss unless it reverses a previous revaluation credited to equity, in which case it is charged to equity.

### **Calculation of recoverable amount**

The recoverable amount of a non-financial asset is the greater of the asset's value in use and fair value less costs to sell.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

### **Reversals of impairment**

An impairment loss in respect of financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognized in profit or loss.

Impairment losses recognized in prior periods in respect of other non-financial assets are assessed at each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment

loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of accumulated depreciation or accumulated amortization, if no impairment loss been recognized.

## Leases

As a lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group recognizes right-of-use assets and lease liabilities for all leases with a term of more than 12 months, unless the underlying asset is low value.

### Right-of-use assets

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use) or the date of lease modification and adjusted for any remeasurement of lease liabilities. Right-of-use assets are measured at cost, less any accumulated amortization and allowance for impairment losses (if any).

The right-of-use assets comprise the initial measurement of the corresponding lease liability, any lease payments made at or before the commencement date less any lease incentives received, including any initial direct costs and an estimate of costs in restoration.

The Group estimated costs recognized and measured to the extent that costs relate to a right-of-use asset that will arise in the dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease.

The Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. The Group has elected not to separate non-lease components and accounted for the lease and non-lease components as a single lease component.

Amortization of right-of-use assets is recognized in profit or loss and calculated by reference to their costs, on the straight-line basis over the shorter of the estimated lease term and the estimated useful lives as follows:

	<i>Years</i>
Land	3
Buildings	3 – 30
Equipments	4
Vehicles	3 - 5

If ownership of the underlying asset transfers to the Group at the end of the lease term they are classified to a right-of-use asset accounts as part of property, plant and equipment or investment property. The cost of such asset reflects the exercise of a purchase option. The amortization is calculated using the estimated useful life of the asset.

If the Group is unable to obtain reasonable assurance that the ownership of the underlying asset is substantially transferred to the Group at the end of the lease term, the right-of-use assets will be amortized on the straight-line method from the commencement date to the end of the useful lives or the end of the lease term, which is earlier.

The Group applies the derecognition and impairment requirements, in according to the financial instrument principle, to the net investment in the lease. The Group further regularly reviews estimated unguaranteed residual values used in calculating the gross investment in the lease.

## **Lease liabilities**

The lease liabilities are initially measured at the present value of the lease payments to be made over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, incremental borrowing rate. The lease payments included fixed payments less any lease incentive receivable and amounts expected to be payable under a residual value guarantee. The lease payments also include amount under purchase, extension or termination option if the Group is reasonably certain to exercise option.

The lease liabilities are subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made. Interest expense is recognized in profit or loss.

The lease liabilities are remeasured when there is a change in lease term, change in lease payments, change in the estimate of the amount expected to be payable under a residual value guarantee, or a change in the assessment of purchase, extension or termination options. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

## **Short-term leases and leases of low-value assets**

The Group recognized payments under leases that, have a lease term of 12 months or less at the commencement date, or are leases of low-value assets, as expenses on a straight-line basis over the lease term, unless another systematic basis is more representative of the time pattern in which economic benefits from the lease assets are consumed.

As a lessor

The Group, as a lessor, classify leases as finance leases. if it transfers substantially all the risks and rewards of ownership to a lessee, all other leases are classified as operating leases.

The Group recognizes lease payments received under operating leases as rental income on a straight-line basis over the lease term as part of rental income/other income, contingent rents are recognized as rental income in the accounting period in which they are earned.. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognized as expense over the lease term on the same basis as rental income.

## **Foreign currencies**

Functional and presentation currency

Foreign currency transactions

Transactions in foreign currencies are translated to the functional currency using the exchange rate at the date of transactions.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency using the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies measured at cost at the reporting date are translated to the functional currency using the exchange rate at the date of transaction.

Foreign currency differences arising from the translation are recognized in profit or loss in the reporting period as incurred.

## **Provisions**

A provision is recognized in the statement of financial position when the Group has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

### **Onerous contracts**

A provision for onerous contracts is recognized when the expected benefits to be derived by the Group from a contract are lower than the unavoidable cost of meeting the Group's obligations under the contract. The provision is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before a provision is established, recognizes any impairment loss on the assets associated with that contract.

## **Dividends**

Dividend and interim dividend payment are recorded in the period in which they are approved by Shareholders' meeting and Board of Directors' meeting.

## **Other borrowings**

Other borrowings are initially recognized at the fair value of the proceeds received. Debt issued and other borrowings are subsequently measured at amortized cost, using the effective interest method. Any difference between proceeds and the redemption value is recognized as an interest expense in profit or loss over the period of the borrowings.

## **Basic earnings per share**

Basic earnings per share is calculated by dividing the profit for the years attributable to ordinary shareholders of the Group by the weighted average number of ordinary shares issued during the years.

## **Judgements of management**

The preparation of financial statements in conformity with financial reporting standards requires management to make subjective judgments to determine the accounting policies, estimates regarding matters that are inherently uncertain and various assumptions.

### **Significant judgements and accounting estimates are as follows:**

#### **a) Recognition and derecognition of assets and liabilities**

In the recognition or derecognition of assets or liabilities, the management is required to make judgment on whether the Group transfers or have been transferred the significant risk and rewards of those assets or liabilities, based on their best knowledge of the current circumstances and arrangements.

#### **b) Fair value of financial instruments**

In determining the fair value of financial instruments that are not actively traded and for which quoted market prices are not readily available, the management exercise judgment, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risks, liquidity, correlation and long-term volatility of financial instruments. Any changes in assumption related to the inputs may affect to the fair value stated in the financial statements and disclosure of fair value hierarchy.

**c) Allowances for expected credit loss for financial assets**

Allowances for expected credit loss for financial assets are intended to adjust the value of receivables for probable credit losses. The management is required to use judgement in estimating allowance for expected credit losses for financial assets. The Group's calculation of allowance for expected credit losses depends on the criteria used for assessment of a significant increase in credit risk, the development of a model, the risk that collateral value cannot be realized, collective and individual analyses of the status of receivables, the probability of debt collection and the selection of the forecasted macroeconomic data inputs used in the model. However, the use of different estimates and assumptions could affect the amounts of allowances for expected credit loss and adjustments to the allowances may therefore be required in the future.

**d) Allowance for impairment on investments**

The Group treats investments as impaired when there has been a significant or prolonged decline in the fair value below their cost or where other objective evidence of impairment exists. The determination of what is "significant" or "prolonged" requires judgment of the management.

**e) Property, plant and equipment**

The recognition of cost incurred in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

In determining depreciation of buildings and equipment, the management is required to make estimates of the useful lives and residual values of buildings and equipment and to review estimated useful lives and residual values when circumstance changes.

The management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgments regarding forecast of future revenues and expenses relating to the assets subject to the review.

**f) Deferred tax assets**

The Group recognizes deferred tax assets for all deductible temporary differences to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences can be utilised, including unutilized taxable loss. Significant management judgement is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and level of estimate future taxable profits.

**g) Leases**

The Group assesses whether a contract is or contains a lease, at inception of the contract. The management is required to use judgement in evaluating the condition and term of a contract to consider whether transfers or is transferred or have been transferred the risk and rewards of leased assets.

Determining the lease term of contracts with renewal or termination options

In determining the lease term, the management is required to use judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease considering all relevant facts and circumstances that create an economic incentive for it to exercise either the renewal or termination.

Incremental borrowing rate

In the case that the Company cannot readily determine the interest rate implicit in the lease, the Group is required to use its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate

is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

**h) Post-employment benefits**

The provision for post-employment benefits is determined based on actuarial techniques which depends on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

**i) Litigation**

The contingent liabilities as a result of commercial disputes and litigation, the management is required to use judgement to assess of the results of the commercial disputes and litigation based on the causes of the commercial disputes and litigation and other evidence documents including consulting with legal counsel for significant commercial disputes and litigation. The provision of contingent liabilities is recognized at the end of reporting period. In the event that the management believes that no loss will incur, therefore, no contingent liabilities are recorded as at the end of reporting period.

**j) Impairment of non-financial assets**

The carrying amounts of non-financial assets are reviewed at each reporting period to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

**k) Estimation of cost under service contracts**

The Group estimates project costs in each project based on details of the project work, taking into account the quantity and price of project materials to be used in the project, labour costs and other costs to be incurred to completion of service, including the direction of the movement in these costs. Estimates are reviewed regularly and whenever actual costs differ from the figures used in the original estimates.

**l) Provision for losses from cost over returns**

Management is required to use judgement to estimate the expected losses incurred in each services, by comparing the total project costs with the revenue in each services.

The total service costs comprise the actual costs incurred and estimated costs determined by basing on the work progress of service, service costs, including the fluctuations in costs of supplies, labour and the current situation.

**m) Revenue from contracts with customers**

**Identification of performance obligations**

In identifying performance obligations, the management is required to use judgement regarding whether each promise to deliver goods or services is considered distinct, taking into consideration terms and conditions of the arrangement. In other words, if a good or service is separately identifiable from other promises in the contract and if the customer can benefit from it, it is accounted for separately.

**Determination of timing of revenue recognition**

In determining the timing of revenue recognition, the management is required to use judgement regarding whether performance obligations are satisfied over time or at a point in time, taking into consideration terms and conditions of the arrangement. The recognizes revenue over time in the following circumstances:

- the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Where the above criteria are not met, revenue is recognized at a point in time. Where revenue is recognized at a point in time, the management is required to determine when the performance obligation under the contract is satisfied.

In calculating the revenue recognized over time, the management is required to use judgement regarding measuring progress towards complete satisfaction of a performance obligation, taking into account the stage of completion as follows:

- Revenue from management and revenue from service which its control is transferred over time;

In calculating the revenue recognized over time, the management is required to use judgement regarding measuring progress towards complete satisfaction of a performance obligation, measuring based on comparison of actual costs incurred up to the end of the accounting period and total anticipated costs to be incurred to completion.

- - Revenue from service contract

The Group recognizes revenue from service contract over time. The management is required to use judgement regarding measuring progress towards complete satisfaction of a performance obligation. The revenues from service contract modification which have not yet been determined for the corresponding change in price also requires the management's judgment to estimate the change to transaction prices and amount which will be entitled to receive. Those judgements are determined by basing on information provided by the engineers or managers with concerning their specialists and past experiences, including the estimated costs to complete the work. Significant assumptions are required to estimate the total costs and the recoverable variation works that will affect the stage of completion. Actual outcomes in terms of actual costs and revenues may be higher or lower than estimates at reporting date, which would affect the revenue and profit recognized in future accounting periods as an adjustment to the revenue recorded to date.

#### **n) Advance received from customer**

Service contract made with customers stipulates that the Group is entitled to receive payments from customers when the contract has commenced such as advance payment and determines that there are no significant financing components arising from the payments received from customers because they are not funding but the customers' guarantee for partial or entire contractual performance.

#### **o) Provision for guaranteeing the work performed**

In recording provision for maintenance, the management is required to make judgement on the estimation for maintenance/ rework expenses expected to be incurred based on past experience of providing maintenance, and/or currently available information relating to maintenance expenses.

#### **p) Allowance for devaluation in value of inventories**

The Group treats inventories as impaired when a decline in its fair value is noted. The management determines the devaluation of inventories based on its net realisable value.

## Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applied a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measured fair value using valuation techniques that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

- Level 1 Use of quoted market prices for such identical assets or liabilities in an observable active market and the entity can access at the measurement date
- Level 2 Use of other observable inputs for such assets or liabilities other than quoted prices included within Level 1, whether directly or indirectly
- Level 3 Use of unobservable inputs for such assets or liabilities as the information related to future cash flows estimated by the Group

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received.

Assets and liabilities held at the end of reporting period shall be assessed whether any transfers would occur between levels within the fair value hierarchy.

## 4. TRANSACTIONS WITH RELATED PARTIES

A related party is a person or entity that has control, or are controlled by, the Company and subsidiaries, whether directly or indirectly, or which are under common control with the Company and subsidiaries, associated companies, and a person which directly or indirectly own a voting interest in the Company and subsidiaries that gives them significant influence over the Company and subsidiaries, key management personnel, directors, or officers with authority in the planning and direction of the Company's and subsidiaries' operations, including, close family members of mentioned person and entity that has control or significant influence whether directly or indirectly.

Significant transactions with related parties for the years ended December 31, 2025 and 2024 were as follows:

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Revenue from sales and services</b>				
Siam TC Technology Co., Ltd.	-	-	40,340,568	118,533,877
Rolling Concept Innovation Co., Ltd.	1,990,407	987,328	1,990,407	987,328
RYU Technology Co., Ltd.	11,586,853	218,441	11,586,853	218,441
Stato Public Law Co., Ltd.	-	118,621	-	118,621

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Team Consulting Engineering And Management Public Co., Ltd.	18,283,798	19,477,025	1,260,000	317,589
Netbay Public Co., Ltd.	61,635	-	61,635	-
<b>Dividend income</b>				
Netbay Public Co., Ltd.	-	-	78,649,140	44,735,340
<b>Other income</b>				
Siam TC Technology Co., Ltd.	-	-	9,089,149	8,776,788
<b>Interest income</b>				
Siam TC Technology Co., Ltd.	-	-	8,917,671	4,229,630
Rolling Concept Innovation Co., Ltd.	1,081,849	342,123	1,081,849	342,123
<b>Cost of sale and service</b>				
Siam TC Technology Co., Ltd.	-	-	297,679	544,121
Rolling Concept Innovation Co., Ltd.	-	15,408	-	15,408
DTX Co., Ltd.	9,168,000	10,010,000	9,168,000	10,010,000
Netbay Public Co., Ltd.	16,732,596	21,541,869	16,732,596	21,541,869
Team Consulting Engineering And Management Public Co., Ltd.	38,280,100	5,850,000	-	-
Team Construction Management Co., Ltd.	-	24,350,467	-	10,093,458
Geotechnical & Foundation Engineering Co., Ltd.	831,050	-	-	-
Team Next Co., Ltd.	28,056,075	8,116,822	11,214,953	3,364,486
Growpro Consulting and Services Co., Ltd.	170,292	-	170,292	-
<b>Service expenses</b>				
RYU Asset Development Co., Ltd.	902,211	915,745	902,211	915,745
Team Consulting Engineering And Management Public Co., Ltd.	13,131	-	13,131	-
Shareholder	551,245	668,014	551,245	668,014
<b>Other expenses</b>				
Rolling Concept Innovation Co., Ltd.	246,534	307,077	246,534	307,077
Team Consulting Engineering And Management Public Co., Ltd.	642,400	388,600	642,400	388,600
Netbay Public Co., Ltd.	82,679	26,086	82,679	26,086
<b>Amortization expense of the right-of-use assets</b>				
RYU Asset Development Co., Ltd.	2,020,241	2,020,241	2,020,241	2,020,241
Team Consulting Engineering And Management Public Co., Ltd.	376,959	-	376,959	-
Shareholder	1,292,353	1,295,744	1,292,353	1,295,744

**Baht**

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Interest expenses</b>				
Team Consulting Engineering And Management Public Co., Ltd.	54,066	-	54,066	-
Shareholder	236,304	37,363	236,304	37,363
<b>Cost of mangrove reforestation concession</b>				
Rolling Concept Innovation Co., Ltd.	54,508,982	81,779,363	-	-
<b>Purchase of asset</b>				
Netbay Public Co., Ltd.	-	408,000	-	408,000

**Management and director personnel compensation**

Management and director personnel compensation for the years ended December 31, 2025 and 2024 consisted of:

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Management personnel compensation</b>				
Short-term benefits	25,077,639	18,486,837	19,074,168	13,513,792
Post-employment benefits	330,400	322,825	257,724	253,853
Total	25,408,039	18,809,662	19,331,892	13,767,645
<b>Directors' remuneration</b>	540,000	290,000	540,000	290,000

Directors' remuneration represents benefits paid to the director of the Group in accordance with Section 90 of the Public Company Limited Act B.E. 2535, exclusive of salaries and related benefit payable to directors who hold executive positions.

The significant balances of assets and liabilities with related parties as at December 31, 2025 and 2024 were as follows:

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Trade receivables</b>				
Siam TC Technology Co., Ltd.	-	-	14,586,237	79,097,846
Rolling Concept Innovation Co., Ltd.	8,829,781	1,604,787	8,829,781	785,175
RYU Technology Co., Ltd.	4,007,063	37,085	4,007,063	37,085

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Team Consulting Engineering And Management Public Co., Ltd.	1,260,000	11,268,370	1,260,000	317,589
Netbay Public Co., Ltd.	18,153	-	18,153	-
Other receivables				
Siam TC Technology Co., Ltd.	-	-	382,034	1,212,401
Rolling Concept Innovation Co., Ltd.	229,940	-	-	-
Accrued income				
Siam TC Technology Co., Ltd.	-	-	583,645	645,467
Netbay Public Co., Ltd.	37,800	-	37,800	-
Unbilled completed work				
Siam TC Technology Co., Ltd.	-	-	8,661,541	13,958,415
Team Consulting Engineering And Management Public Co., Ltd.	-	8,208,655	-	-
Advance payment				
Siam TC Technology Co., Ltd.	-	-	229,272	422,321
Rolling Concept Innovation Co., Ltd.	452,551	366,388	452,551	366,388
Growpro Consulting and Services Co., Ltd.	331,168	-	331,168	-
Right-of-use assets				
RYU Asset Development Co., Ltd.	40,452,211	42,472,452	40,452,211	42,472,452
Team Consulting Engineering And Management Public Co., Ltd.	4,146,553	-	4,146,553	-
Shareholder	2,691,760	107,979	2,691,760	107,979
Other non-current asset				
Siam TC Technology Co., Ltd.	-	-	48,000	-
Team Consulting Engineering And Management Public Co., Ltd.	3,224,110	3,135,100	3,224,110	3,135,100
Growpro Consulting and Services Co., Ltd.	1,086,788	-	1,086,788	-
Trade and other payables				
Siam TC Technology Co., Ltd.	-	-	33,639	9,445,274
Rolling Concept Innovation Co., Ltd.	56,735,316	63,575,493	99,590	2,274,905
RYU Asset Development Co., Ltd.	76,776	69,409	76,776	69,409
Team Consulting Engineering And Management Public Co., Ltd.	19,005,185	96,300	1,704,960	96,300
Team Construction Management Co., Ltd.	-	22,824,112	-	10,800,000
DTX Co., Ltd.	3,060,200	3,060,200	3,060,200	3,060,200
Netbay Public Co., Ltd.	12,210,656	12,223,222	12,210,656	12,223,222
Team Next Co., Ltd.	7,280,000	5,711,495	-	2,321,495

	<i>Baht</i>			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	2025	2024	2025	2024
Data Tech Transformation Co., Ltd.	87,500	-	87,500	-
Geotechnical & Foundation Engineering Co., Ltd.	530,774	-	-	-
Shareholder	162,507	155,489	162,507	155,489
Other current liabilities				
Siam TC Technology Co., Ltd.	-	-	2,311,712	2,697,226
RYU Technology Co., Ltd.	18,955	-	18,955	-
Team Consulting Engineering And Management Public Co., Ltd.	942,411	942,411	942,411	942,411
Deferred income				
Siam TC Technology Co., Ltd.	-	-	25,479	377,863
RYU Technology Co., Ltd.	345,676	-	345,676	-
Lease liabilities				
Team Consulting Engineering And Management Public Co., Ltd.	4,577,578	-	4,577,578	-
Shareholder	2,783,768	114,578	2,783,768	114,578

#### Short-term loan and accrued interest income to related party

Short-term loan and accrued interest income to related party as at December 31, 2025 and 2024 consisted of:

	%	<i>Baht</i>			
		Interest	Consolidated	Separate	
			rate	<u>financial statements</u>	<u>financial statements</u>
		2024	2025	2024	
Siam TC Technology Co., Ltd.					
Principal	5.35 - 5.85	-	50,000,000	200,000,000	
Accrued interest income		-	88,151	4,229,630	
Total		-	50,088,151	204,229,630	
Rolling Concept Innovation Co., Ltd.					
Principal	3.75	90,000,000	-	90,000,000	
Accrued interest income		342,123	-	342,123	
Total		90,342,123	-	90,342,123	
<b>Grand total</b>		<b>90,342,123</b>	<b>50,088,151</b>	<b>294,571,753</b>	

Movements of short-term loans to related party for years ended December 31, 2025 and 2024 was as follows:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Beginning balance	90,000,000	-	290,000,000	-
Increase	-	90,000,000	150,000,000	290,000,000
Decrease	(90,000,000)	-	(390,000,000)	-
Ending balance	-	90,000,000	50,000,000	290,000,000

The Company had loan to Siam TC Technology Co., Ltd., by entering into a loan agreement, due within 1 year and unsecured.

The Company had loan to Rolling Concept Innovation Co., Ltd., by entering into a loan agreement, due within 180 days, including being transferred the right of claim in the payment received from the project in the amount of Baht 1,551 million from Rolling Concept Innovation Co., Ltd. as collateral.

### Significant agreement with related parties

The Company entered into a rental agreement for land and office building with RYU Asset Development Co., Ltd. in the agreement value totaling of Baht 60 million (see note 18).

Counterparties	Type of agreement	For period		Rental and service charge per month
		Started	Ended	
Siam TC Technology Co., Ltd.	For office area rental and service	January 4, 2022	January 3, 2025	100,276
		January 4, 2025	January 3, 2028	106,520
	For rendering personel services	January 1, 2024	December 31, 2025	300,084 - 426,055
	For rendering the project management construction	May 16, 2022	August 31, 2024	127,200 - 127,800
	Receiving the project management services for maintenance and repair systems	October 1, 2023	September 30, 2024	4,870
		October 1, 2024	September 30, 2025	5,800
		October 1, 2025	September 30, 2026	450
		November 1, 2025	September 30, 2026	5,400
	For rendering the project management construction	June 1, 2023	October 30, 2027	88,300
	Receiving service of management for the maintenance of digital star projectors	April 1, 2024	March 31, 2025	1,009
		April 1, 2025	March 31, 2026	288
	Receiving service of management for the cultural metaverse system	July 1, 2024	January 31, 2028	19,000
	Receiving service of management for event	November 1, 2024	December 31, 2024	179,907
Mr. Teerachai Rattanakamolporn	For office area rental	September 1, 2020	January 31, 2025	105,000
	For office area rental	June 1, 2023	January 31, 2025	10,000
	For office area rental	February 1, 2025	January 31, 2028	120,750
Team Consulting Engineering And Management Public Co., Ltd.	For office area rental	October 1, 2025	September 30, 2028	153,210
Netbay Public Co., Ltd.	Provide services for preliminary analysis and solve the problem to customers	September 1, 2025	August 31, 2026	Service charge per transaction 15

## Service Agreement

Agreement date	Principal	Contractor	Scope of work/ service	Million Baht Agreement value
October 10, 2021	Siam TC Technology Co., Ltd.	Ditto (Thailand) Public Co., Ltd.	Contract for the installation and training of information systems	6.93
June 20, 2023	Ditto (Thailand) Public Co., Ltd. (On September 30, 2024, contract was terminated in amount of Baht 14.58 million)	TEAM Construction Management Co., Ltd	Project management and construction supervision for a period of 30 months from May 1, 2023 to October 31, 2025	19.06
June 30, 2023	Siam TC Technology Co., Ltd. (On September 30, 2024, contract was terminated in amount of Baht 14.09 million)	TEAM Construction Management Co., Ltd	Project management and construction supervision for a period of 30 months from May 1, 2023 to October 31, 2025	18.43
September 25, 2023	Ditto (Thailand) Public Co., Ltd. Siam TC Technology Co., Ltd. TEAM Consulting Engineering and Management Public Co., Ltd.	Siam TC Technology Co., Ltd. Ditto (Thailand) Public Co., Ltd.	Contract for a museum construction Purchase and maintenance for the QR code system	468.02 31.79
October 1, 2023	Ditto (Thailand) Public Co., Ltd. Siam TC Technology Co., Ltd.	DTX Co., Ltd. TEAM Construction Management Co., Ltd	Contract for system development Project management and construction supervision for a period of 50 months from October 1, 2023 to November 31, 2027	28.60 6.00
October 31, 2023	Siam TC Technology Co., Ltd.	Ditto (Thailand) Public Co., Ltd.	Maintenance and repair system for a period of 12 months from October 1, 2023 to September 30, 2024	5.84
March 13, 2024	Ditto (Thailand) Public Co., Ltd.	Netbay Public Co., Ltd.	Contract for Smart Zoo Application development	38.00
May 2, 2024	Siam TC Technology Co., Ltd.	Ditto (Thailand) Public Co., Ltd.	Maintainance the digital star projectors	1.21
July 12, 2024	Siam TC Technology Co., Ltd.	Ditto (Thailand) Public Co., Ltd.	Develop cultural metaverse system for a period of 180 days from July 13, 2024 to January 8, 2025	81.96
September 12, 2024	Siam TC Technology Co., Ltd.	Team Consulting Engineering And Management Public Co., Ltd.	Contract as a consultant for the project to develop, repair, improve, and increase the efficiency of the Automatic Long-Distance Water Situation Monitoring System	19.50

Agreement date	Principal	Contractor	Scope of work/ service	Million Baht
				Agreement value
September 30, 2024	Ditto (Thailand) Public Co., Ltd.	Team Next Co., Ltd.	Project management and construction supervision for a period of 13 months from October 1, 2024 to October 31, 2025	14.58
	Siam TC Technology Co., Ltd.	Team Next Co., Ltd.	Project management and construction supervision for a period of 13 months from October 1, 2024 to October 31, 2025	14.09
		Team Next Co., Ltd.	Project management and construction supervision for a period of 38 months from October 1, 2024 to November 30, 2027	19.00
October 21, 2024	TEAM Consulting Engineering and Management Public Co., Ltd.	Siam TC Technology Co., Ltd.	Contract for repair, improve and increase efficiency of the Automatic Long-Distance Water Monitoring System	17.48
		Siam TC Technology Co., Ltd.	Contract for develop the Automatic Long-Distance Water Situation Monitoring System	19.02
November 7, 2024	Siam TC Technology Co., Ltd.	Ditto (Thailand) Public Co., Ltd.	Contract to repair and maintenance the system for a period of 12 months from October 1, 2024 to September 30, 2025	6.68
	Siam TC Technology Co., Ltd.	Ditto (Thailand) Public Co., Ltd.	Contract for event organizing services	35.98
July 7, 2025	Siam TC Technology Co., Ltd.	Ditto (Thailand) Public Co., Ltd.	Construction work for renovation of the learning center and data analysis center	19.00
September 1, 2025	Ditto (Thailand) Public Co., Ltd.	DTX Co., Ltd.	Contract for system development - digital twin for zoo	4.90
November 14, 2025	Siam TC Technology Co., Ltd.	Ditto (Thailand) Public Co., Ltd.	Contract to repair and maintenance the system for a period of 11 months from November 1, 2025 to September 30, 2026	5.93
	Siam TC Technology Co., Ltd.	Ditto (Thailand) Public Co., Ltd.	Contract to repair and maintenance the system for a period of 12 months from October 1, 2025 to September 30, 2026	0.53

### Agreements for mangrove reforestation

Siam TC Technology Company Limited and jointly invested with other company entered into agreements to supply, plant and maintain plants on Mangrove Reforestation Project for carbon credit with Rolling Concept Innovation Company Limited. (see note 34)

### Consortium agreement

The Group has entered into consortium agreements with related and other companies to jointly enter into the service agreements with the principal, summarized as follows:

Consortium	Principal	Partner	Proportion %	Agreement	Million Baht Agreement value
Consortium DTT	Department of Marine and Coastal Resources	Ditto (Thailand) Public Co., Ltd.	10.00	the construction agreement of the Thai Marine Life Museum, Phase 1, Phuket Province	344.67
		Siam TC Technology Co., Ltd.	90.00		
Consortium RSDT	The Zoological Park Organization of Thailand	Ditto (Thailand) Public Co., Ltd.	30.00	The construction agreement of a new zoo, phase 1	5,003.74
		Siam TC Technology Co., Ltd.	29.00		
		Rolling Concept Innovation Co., Ltd.	31.00		
		TEAM Consulting Engineering and Management Public Co., Ltd.	10.00		
Consortium SSdT	Office of the Permanent Secretary Ministry of Natural Resources and Environment	Ditto (Thailand) Public Co., Ltd.	24.50	The construction agreement of the second phase of the precious Wood Knowledge Museum on the Auspicious Occasion of the Grand Coronation Ceremony with the Office of the Permanent Secretary, Ministry of Natural Resources and Environment	1,910.28
		Siam TC Technology Co., Ltd.	25.00		
		TEAM Consulting Engineering and Management Public Co., Ltd.	24.50		
		Other Company	26.00		
Consortium GS	Department Of Mineral Resources	Siam TC Technology Co., Ltd.	40.00	The agreement to purchase a soil movement monitoring device, Phase 1, with equipment	49.94
		Geotechnical & Foundation Engineering Co., Ltd.	60.00		
Consortium TCR	Department of Marine and Coastal Resources	Siam TC Technology Co., Ltd.	49.00	The construction agreement of the Thai Marine Life Museum, Phase 2, Phuket Province	332.34
		Rolling Concept Innovation Co., Ltd.	51.00		

Consortium	Principal	Partner	Proportion %	Agreement	Million Baht Agreement value
Consortium SGTR	Department Of Mineral Resources	Siam TC Technology Co., Ltd. Geotechnical & Foundation Engineering Co., Ltd. TEAM Consulting Engineering and Management Public Co., Ltd. RYU Technology Co., Ltd.	29.00 28.75 28.75 13.50	The agreement to purchase a landslide and flash flood warning system	342.84

The Consortium partner of Consortium RSDT, Consortium SSDT and Consortium TCR entered into a memorandum appended to the consortium agreement for the additional information regarding to the determination of right to receive the consideration paid for contract value that work completed performed and the obligation in according to the agreement to support procurement and contracting operations, which comprise a remittance of advances and the advance received in excess of work completed to the person entitled to receive each installment in according to the scope of work. Accordingly, when the consortium partner completes the transfer of payment, it cannot be refunded except for the advances received in excess of work completed.

Movement of the payment in excess of work completed and outstanding of advances payment received in advance according to the memorandum of determination of right to receive payment :

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>For the year ended December 31,</b>				
Make a remittance of excessive payment : Transferee				
Siam TC Technology Co., Ltd.	-	-	120,887,392	23,372,462
Rolling Concept Innovation Co., Ltd.	133,005,105	138,568,525	91,503,210	70,117,385
Team Consulting Engineering And Management Public Co., Ltd.	62,601,270	41,115,718	41,475,987	19,589,636
Other company	4,255,150	-	-	-
Receive a remittance of excessive payment : Transferor				
Siam TC Technology Co., Ltd.	-	-	181,742,824	3,400,040
Rolling Concept Innovation Co., Ltd.	350,702,719	31,095,732	231,806,745	5,530,132
Team Consulting Engineering And Management Public Co., Ltd.	116,517,890	9,682,234	78,428,741	1,170,875
<b>As at December 31,</b>				
Make a remittance of excessive payment - accumulated : Transferee				
Siam TC Technology Co., Ltd.	-	-	156,959,341	36,071,950
Rolling Concept Innovation Co., Ltd.	455,094,740	322,089,635	255,245,543	163,742,333
Team Consulting Engineering And Management Public Co., Ltd.	104,324,942	41,723,672	61,065,622	19,589,636
Other company	4,255,150	-	-	-
Receive a remittance of excessive payment - accumulated : Transferor				
Siam TC Technology Co., Ltd.	-	-	185,142,864	3,400,040
Rolling Concept Innovation Co., Ltd.	394,921,254	44,218,536	237,336,877	5,530,132
Team Consulting Engineering And Management Public Co., Ltd.	130,433,286	13,915,396	79,599,616	1,170,875
Advance payment				
Rolling Concept Innovation Co., Ltd.	164,331,924	244,796,889	71,138,235	124,472,994

## Co-guarantee for liabilities with related parties

As at December 31, 2025, The Group, related parties had co-guaranteed liabilities without compensation as follows:

- 1) The Company mortgaged certain of its existing land and constructions and/or to be constructed in the future as collateral for certain of loan from financial institution of subsidiary (see note 20).
- 2) RYU Asset Development Co., Ltd. mortgaged its existing land and constructions and/or to be constructed in the future as collateral for loan from financial institution of the Group (see note 20).
- 3) Shareholder and related person mortgaged their existing land and constructions and/or to be constructed in the future as collateral for certain of loan from financial institution of the Company (see note 20).
- 4) The Company, the subsidiary, the related companies, shareholder of the Company, director of the Company and director of related companies had co-guaranteed for credit facilities for loan from financial institution (see note 20).
- 5) The Company pledged their bank deposit as collateral for certain of loan from financial institution of subsidiary (see note 20).
- 6) Shareholders pledged the Company's shares as collateral for loan from financial institutions of the Company, the subsidiary and the related companies.

## Nature of relationship

Name	Country/ Nationality	Relation	Type of relation
Siam TC Technology Co., Ltd.	Thailand	Subsidiary	Direct shareholding
DTX Co., Ltd.	Thailand	Joint Venture	Direct shareholding
Netbay Public Co., Ltd.	Thailand	Associated company	Direct shareholding
Data Tech Transformation Co., Ltd.	Thailand	Associated company	Direct shareholding
Growpro Consulting and Services Co., Ltd	Thailand	Related company	Direct shareholding
Rolling Concept Innovation Co., Ltd.	Thailand	Related company	Common shareholder
RYU Asset Development Co., Ltd.	Thailand	Related company	Common shareholder
RYU Technology Co., Ltd.	Thailand	Related company	Common shareholder
Stato Public Law Co., Ltd.	Thailand	Related company	Common Director
Team Consulting Engineering And Management Public Co., Ltd	Thailand	Related company	Common shareholder
Team Construction Management Co., Ltd.	Thailand	Related company	Subsidiary of Team Consulting Engineerir And Management Public Co., Ltd
Team Next Co., Ltd.	Thailand	Related company	Subsidiary of Team Consulting Engineerir And Management Public Co., Ltd
Geotechnical & Foundation Engineering Co., Ltd.	Thailand	Related company	Subsidiary of Team Consulting Engineerir And Management Public Co., Ltd
Mr.Teerachai Rattanakamolporn	Thai	Related person	Shareholder of the Group

## Bases of charges for intercompany revenues and expenses

	Pricing policies
Purchase and sale of goods and services	Market price
Management fee income	Mutually agreed price
Purchase and sale of asset	Market price
Rental and service expenses	Market price
Other expenses	Cost/ cost plus margin
Interest income and expense	Referred to the commercial bank's interest rate

## 5. CASH AND CASH EQUIVALENTS

Cash and cash equivalents as at December 31, 2025 and 2024 consisted of:

	Consolidated financial statements		Separate financial statements		<i>Baht</i>
	2025	2024	2025	2024	
Cash	795	21,196	-	15,091	
Cash at banks	260,957,167	96,433,292	133,035,792	77,570,978	
<b>Total</b>	<b>260,957,962</b>	<b>96,454,488</b>	<b>133,035,792</b>	<b>77,586,069</b>	
					%
Interest rate	0.15 - 0.70	0.15 - 0.70	0.15 - 0.70	0.15 - 0.70	

## 6. SHORT-TERM INVESTMENTS

Short-term investments as at December 31, 2025 and 2024 consisted of:

	Consolidated financial statements		Separate financial statements		<i>Baht</i>
	2025	2024	2025	2024	
<b>Investment measured at amortized cost</b>					
Fixed deposit with a maturity more than 3 months but not over 1 year	5,739,758	9,341,810	1,012	1,000	
<b>Investment measured at fair value through profit or loss</b>					
Debt instruments - Fund	209,581,437	211,727,798	209,581,437	211,727,798	
<b>Total</b>	<b>215,321,195</b>	<b>221,069,608</b>	<b>209,582,449</b>	<b>211,728,798</b>	

Movements of debt instruments were as follows:

<b>Debt instruments</b>	<b>Consolidated and separate financial statements</b>				<i>Baht</i>
	As at January 1	Purchase	Sale	Fair value adjustment	As at December 31
<b>2025</b>					
<b>Debt instruments measured at</b>					
- Fair value through profit or loss	211,727,798	1,063,451,364	(1,062,132,604)	(3,465,121)	209,581,437
<b>2024</b>					
<b>Debt instruments measured at</b>					
- Fair value through profit or loss	479,460,855	971,019,927	(1,237,915,162)	(837,822)	211,727,798

## 7. TRADE AND OTHER RECEIVABLES

Trade and other receivables as at December 31, 2025 and 2024 consisted of:

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>		<i>Baht</i>
	2025	2024	2025	2024	
	<b>Trade receivables</b>				
Related parties	14,114,997	12,910,242	28,701,234	80,237,695	
Other parties	106,472,928	126,002,960	72,631,772	60,057,667	
Total	120,587,925	138,913,202	101,333,006	140,295,362	
Less Allowance for expected credit loss	(5,094)	(4,174)	(5,094)	(4,174)	
Trade receivables - net	120,582,831	138,909,028	101,327,912	140,291,188	
<b>Other receivables</b>					
Related parties					
Advance payment	164,331,924	244,796,889	71,138,235	124,472,994	
Others	229,940	-	382,034	1,212,401	
Other parties					
Accrued interest income	63,998	87,480	-	-	
Others	291,321	5,375,519	74,342	62,625	
Total	164,917,183	250,259,888	71,594,611	125,748,020	
<b>Trade and other receivables - net</b>	<b>285,500,014</b>	<b>389,168,916</b>	<b>172,922,523</b>	<b>266,039,208</b>	

Movements of allowance for expected credit loss for the years ended December 31, 2025 and 2024 were as follows:

	<i>Baht</i>	
	Consolidated and separate financial statements	
	2025	2024
Beginning balance	4,174	187,408
<b>Add</b> expected credit loss	920	-
<b>Less</b> Received from receivable	-	(183,234)
Ending balance	<u>5,094</u>	<u>4,174</u>

As at December 31, 2025 and 2024, the Group had outstanding balances of trade receivables aged by number of months as follows:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Related parties</b>				
Current	9,589,996	1,812,634	18,017,697	62,469,041
Overdue				
Not over 3 months	4,525,001	11,097,608	5,258,537	17,768,654
Over 3 months up to 6 months	-	-	5,425,000	-
Total	<u>14,114,997</u>	<u>12,910,242</u>	<u>28,701,234</u>	<u>80,237,695</u>
<b>Other parties</b>				
Current	67,387,931	99,595,152	35,977,771	34,363,612
Overdue				
Not over 3 months	36,634,002	25,689,817	36,634,001	25,689,817
Over 3 months up to 6 months	1,205,960	4,239	20,000	4,238
Over 6 months up to 12 months	531,283	-	-	-
Over 12 months	713,752	713,752	-	-
Total	<u>106,472,928</u>	<u>126,002,960</u>	<u>72,631,772</u>	<u>60,057,667</u>

### Collateral

As at December 31, 2025 and 2024, the Group had collateral as follows:

The Group entered into an agreement to transfer the rights of claim in certain customers in the amount of Baht 10.97 million and of Baht 30.12 million, respectively as collateral for loans from financial institutions (see note 20).

## 8. ACCRUED INCOME

Accrued income as at December 31, 2025 and 2024 consisted of:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Accrued income</b>				
Related parties	37,800	-	621,445	645,467
Other parties	107,295,698	77,167,284	106,712,053	76,610,603
Total	107,333,498	77,167,284	107,333,498	77,256,070
Less Allowance for expected credit loss	(201,388)	(202,493)	(201,388)	(202,493)
<b>Accrued income - net</b>	<b>107,132,110</b>	<b>76,964,791</b>	<b>107,132,110</b>	<b>77,053,577</b>

Movements of allowance for expected credit loss for the years ended December 31, 2025 and 2024 were as follows:

	<i>Baht</i>	
	Consolidated and separate financial statements	
	2025	2024
Beginning balance	202,493	261,416
Less Reversal of expected credit loss	(1,105)	(58,923)
Ending balance	201,388	202,493

As at December 31, 2025 and 2024, the Group had outstanding balances of accrued income aged by number of revenue recognition days as follows:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Related parties</b>				
Not over 3 months	37,800	-	621,445	645,467
<b>Other parties</b>				
Not over 3 months	70,278,398	61,599,167	69,694,753	61,042,485
Over 3 months up to 6 months	36,103,254	6,379,735	36,103,254	6,379,736
Over 6 months up to 12 months	591,241	3,552,803	591,241	3,552,803
Over 12 months	322,805	5,635,579	322,805	5,635,579
Total	107,295,698	77,167,284	106,712,053	76,610,603

The Group had the obligations under contracts with customers that are unsatisfied which the Group expects to satisfy these performance obligations within 1 - 2 years.

## 9. SERVICE CONTRACTS

Significant information of innovation development and engineering contracts for the years ended December 31, 2025 and 2024 were summarized as follows:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Amounts of contracts	<u>8,067,817,485</u>	<u>6,681,309,877</u>	<u>2,630,487,970</u>	<u>2,546,936,178</u>
Cost incurred up to date	3,559,855,612	1,969,701,736	1,231,791,285	754,011,762
Profit recognized up to date	<u>1,508,038,194</u>	<u>906,621,721</u>	<u>512,100,302</u>	<u>305,683,354</u>
Cost and profit recognized up to date	5,067,893,806	2,876,323,457	1,743,891,587	1,059,695,116
Progress billings up to date	<u>(4,428,094,009)</u>	<u>(2,226,160,332)</u>	<u>(1,664,912,400)</u>	<u>(912,268,361)</u>
<b>Unbilled completed work</b>	<b><u>1,105,651,743</u></b>	<b><u>1,181,810,463</u></b>	<b><u>200,507,014</u></b>	<b><u>331,439,371</u></b>
<b>Advance received</b>	<b><u>414,349,076</u></b>	<b><u>484,692,997</u></b>	<b><u>82,593,474</u></b>	<b><u>137,058,275</u></b>
<b>Advance received in excess of work completed</b>	<b><u>51,502,870</u></b>	<b><u>46,954,341</u></b>	<b><u>38,934,353</u></b>	<b><u>46,954,341</u></b>
	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Beginning balance				
Unbilled completed work	1,181,810,463	469,097,863	331,439,371	194,500,972
Advance received in excess of work completed	46,954,341	3,475,831	46,954,341	3,475,831
Transaction during the year				
Revenues from service contracts				
recognized as revenues	2,527,662,893	1,664,139,075	981,574,180	600,708,898
Progress billings	<u>(2,608,370,142)</u>	<u>(994,904,985)</u>	<u>(1,104,486,549)</u>	<u>(507,249,009)</u>
Ending balance				
Unbilled completed work	<u>1,105,651,743</u>	<u>1,181,810,463</u>	<u>200,507,014</u>	<u>331,439,371</u>
Advance received in excess of work completed	<u>51,502,870</u>	<u>46,954,341</u>	<u>38,934,353</u>	<u>46,954,341</u>
For the year ended December 31,				
Transaction during the year				
Revenues from service				
recognized as revenues	2,527,662,893	1,664,139,075	981,574,180	600,708,898
Costs from service contracts incurred				
recognized as expenses	<u>(1,840,851,184)</u>	<u>(1,151,631,795)</u>	<u>(697,528,209)</u>	<u>(412,531,964)</u>
Profit recognized	<u>686,811,709</u>	<u>512,507,280</u>	<u>284,045,971</u>	<u>188,176,934</u>

The Group had the obligations under contracts with customers that are unsatisfied which the Group expects to satisfy these performance obligations within 1 - 2 years.

As at December 31, 2025 and 2024, the Group had outstanding balances of unbilled completed work aged by number of revenue recognition days as follows:

	<i>Baht</i>			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	2025	2024	2025	2024
Not over 3 months	377,025,358	305,052,213	147,614,541	48,637,032
Over 3 months up to 6 months	281,276,879	348,431,092	29,993,873	132,553,998
Over 6 months up to 9 months	225,326,817	328,973,629	20,478,287	98,186,128
Over 9 months up to 12 months	127,190,668	147,070,707	2,420,313	37,655,745
Over 12 months	94,832,021	52,282,822	-	14,406,468
<b>Total</b>	<b><u>1,105,651,743</u></b>	<b><u>1,181,810,463</u></b>	<b><u>200,507,014</u></b>	<b><u>331,439,371</u></b>

## 10. INVENTORIES

Inventories as at December 31, 2025 and 2024 consisted of:

	<i>Baht</i>			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	2025	2024	2025	2024
<b>Photocopiers</b>				
New products	264,000	293,500	264,000	293,500
Used products	736,474	654,514	736,474	654,514
<b>Less Allowance for devaluation of inventories</b>	<b>(1,000,474)</b>	<b>(918,514)</b>	<b>(1,000,474)</b>	<b>(918,514)</b>
<b>Net</b>	<b>-</b>	<b>29,500</b>	<b>-</b>	<b>29,500</b>
<b>Technology devices</b>				
Technology devices	7,631,677	6,110,120	7,631,677	6,110,120
Unmanned aerial vehicles and accessories	35,420,561	-	35,420,561	-
Storefront management equipments	14,862,421	11,421,954	14,862,421	11,421,954
<b>Less Allowance for devaluation of inventories</b>	<b>(1,108,235)</b>	<b>(695,937)</b>	<b>(1,108,235)</b>	<b>(695,937)</b>
<b>Net</b>	<b>56,806,424</b>	<b>16,836,137</b>	<b>56,806,424</b>	<b>16,836,137</b>
<b>Spareparts</b>				
Photocopiers	8,967,704	11,003,903	8,967,704	11,003,903
Storefront management equipments	2,417,135	2,487,640	2,417,135	2,487,640
<b>Less Allowance for devaluation of inventories</b>	<b>(1,441,914)</b>	<b>(1,263,167)</b>	<b>(1,441,914)</b>	<b>(1,263,167)</b>
<b>Net</b>	<b>9,942,925</b>	<b>12,228,376</b>	<b>9,942,925</b>	<b>12,228,376</b>
<b>Document management system software and equipments</b>				
Document management system software and equipments	7,339,648	3,743,904	7,339,648	3,743,904
<b>Less Allowance for devaluation of inventories</b>	<b>(42,117)</b>	<b>(23,258)</b>	<b>(42,117)</b>	<b>(23,258)</b>
<b>Net</b>	<b>7,297,531</b>	<b>3,720,646</b>	<b>7,297,531</b>	<b>3,720,646</b>

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Equipments and material for engineering project	5,881,809	9,752,255	-	-
Supplies	998,327	712,108	998,327	712,108
Less Allowance for devaluation of inventories	(103,160)	(94,206)	(103,160)	(94,206)
Net	895,167	617,902	895,167	617,902
<b>Inventories - net</b>	<b>80,823,856</b>	<b>43,184,816</b>	<b>74,942,047</b>	<b>33,432,561</b>

For the years ended December 31, 2025 and 2024, cost of inventories were included in cost of sale and service were as follows:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cost of sales and services	472,200,240	646,277,867	176,138,199	445,680,968
Adjustment for allowance for devaluation of inventories	700,818	535,711	700,818	535,711
Net	472,901,058	646,813,578	176,839,017	446,216,679

Movements of allowance for devaluation of inventories for the years ended December 31, 2025 and 2024 were as follows:

	<i>Baht</i>	
	Consolidated and separate financial statements	
	2025	2024
Beginning balance	2,995,082	2,459,371
<b>Add</b> Transfer from equipments	84,385	157,476
Loss on devaluation of inventories	1,029,924	575,610
<b>Less</b> Sale of goods	(413,491)	(197,375)
Ending balance	3,695,900	2,995,082

## 11. OTHER CURRENT ASSETS

Other current assets as at December 31, 2025 and 2024 consisted of:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Advance receivable	898,018	1,537,416	735,369	907,622
Advance payment	396,865,492	117,069,829	280,066,597	20,944,273
Land deposit	-	13,342,500	-	13,342,500
Prepaid expenses	57,384,383	107,635,489	50,593,002	96,105,558
Undue and intermediate value added tax	21,940,134	27,721,298	16,226,889	6,711,567
Other deposit	792,000	492,300	406,400	167,700
<b>Total</b>	<b>477,880,027</b>	<b>267,798,832</b>	<b>348,028,257</b>	<b>138,179,220</b>

On October 28, 2024, the Company entered into a land purchase and sale contract to purchase land from other person at the contract value of Baht 26.69 million, made the payment for deposit of Baht 13.34 million, On April 8, 2025, the Company paid the remaining amount and registered the transfer of land ownership.

## 12. RESTRICTED BANK DEPOSITS

Restricted bank deposits as at December 31, 2025 and 2024 consisted of:

Accounts	<i>Baht</i>				Note	Collaterals
	Consolidated		Separate			
	financial statements	financial statements	financial statements	financial statements		
	2025	2024	2025	2024		
Saving	38,577,775	42,960,900	38,577,775	42,960,900	20	For credit facilities from financial institution
Fixed	59,697,521	22,920,541	-	-	20	
<b>Total</b>	<b>98,275,296</b>	<b>65,881,441</b>	<b>38,577,775</b>	<b>42,960,900</b>		

## 13. INVESTMENT IN SUBSIDIARY

Investment in subsidiary in the separate financial statements as at December 31, 2025 and 2024 consisted of:

Subsidiary	<i>Baht</i>				%	
	Paid-up share capital		Shareholding		Cost method	
	2025	2024	2025	2024	2025	2024
Siam TC Technology Co., Ltd.	100,000,000	20,000,000	100	100	<u>99,999,000</u>	<u>19,999,800</u>

The Board of Directors' Meeting held on May 15, 2025 passed the resolutions to approve to increase the ordinary share capital of the subsidiary from Baht 20 million to Baht 100 million by issuing new ordinary shares of 800,000 shares with the par value of Baht 100 each, totaling of Baht 80 million, allocating to the existing shareholders at the shareholding proportion.

#### 14. INVESTMENTS IN ASSOCIATED COMPANY

Investments in associated company as at December 31, 2025 and 2024 consisted of:

Associated Company	Paid-up share capital		Shareholding		Consolidated financial statements				Separate financial statements		Baht
			%		Equity method		At cost		Dividend income		
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	
VDT Water Supply Co., Ltd.	-	5,000,000	-	20.00	-	999,733	-	1,000,000	-	-	-
Netbay Public Co., Ltd.	200,000,000	200,000,000	24.90	24.90	820,883,060	833,304,936	831,098,396	831,098,396	78,649,140	44,735,340	
Data Tech Transformation Co., Ltd.	250,000	-	35.00	-	81,672	-	87,500	-	-	-	
<b>Total</b>					<b>820,964,732</b>	<b>834,304,669</b>	<b>831,185,896</b>	<b>832,098,396</b>	<b>78,649,140</b>	<b>44,735,340</b>	

On February 20, 2024, the Company invested in ordinary shares of Netbay Public Company Limited in the amount of 49.80 million shares, equivalent to 24.90% shareholding of the paid-up share capital. The Company issued 33.20 million ordinary shares (par value of Baht 0.50 per share) for the purpose to swap share at the average market price per share of Baht 24.98 totaling to Baht 829.34 million (see Note 24). The Company included the cost of investment purchase transactions in the amount of Baht 1.76. million in investment cost.

VDT Water Supply Co., Ltd. Registered the company dissolution with the Department of Business Development, Ministry of Commerce on August 8, 2024, and completed the liquidation, including had been returned the investment in June 2025.

On March 26, 2025, the Company joint invested with Blue Venture Group Public Company Limited, Sitem Corporation Company Limited, and Netbay Public Company Limited to operate in a loan business for the car repair center and other business as mutually agreed, using innovations and new technologies from their expertise by establishing Data Tech Company Limited with the registered capital of Baht 1 million, issuing the ordinary share 100,000 shares at a par value of Baht 100 per share. The Company invested equivalent to 35% shareholding of the registered share capital.

a) Share of comprehensive income(loss)

The Company recognized share of comprehensive income (loss) from investments in associated company for the years ended December 31, 2025 and 2024 as follows:

Associated Company	<i>Baht</i>			
	Share of profit (loss)		Share of comprehensive profit (loss)	
	2025	2024	2025	2024
VDT Water Supply Co., Ltd.	1,642	2,845	-	-
Netbay Public Co., Ltd.	66,123,776	47,268,705	103,489	(326,825)
Data Tech Transformation Co., Ltd.	(5,828)	-	-	-
<b>Total</b>	<b>66,119,590</b>	<b>47,271,550</b>	<b>103,489</b>	<b>(326,825)</b>

b) Fair value of investments in associated companies which are listed companies

Fair value of investments in associated companies which are listed companies as at December 31, 2025 and 2024 was as follow:

Company	<i>Baht</i>	
	2025	2024
Netbay Public Co., Ltd.	1,060,740,000	846,600,000

c) Summary significant financial information of the associated company for the years ended December 31, 2025 and 2024 was as follows :

Financial position information:

	<i>Baht</i>			
	Netbay Public Co., Ltd.		Data Tech Transformation Co., Ltd.	VDT Water Supply Co., Ltd.
	2025	2024	2025	2024
Current assets	556,349,383	606,487,855	250,000	5,026,222
Non-current assets	164,903,085	164,597,173	-	-
Current liabilities	171,211,620	173,551,883	16,650	27,557
Non-current liabilities	45,793,146	43,404,882	-	-
<b>Equity holders of the Company</b>	<b>504,247,702</b>	<b>554,128,263</b>	<b>233,350</b>	<b>4,998,665</b>
Shareholding (%)	24.90	24.90	35.00	20.00
Proportion of interests in net assets	125,556,062	137,977,938	81,672	999,733
Goodwill	695,326,998	695,326,998	-	-
Carrying amount of interests in associated company	<b>820,883,060</b>	<b>833,304,936</b>	<b>81,672</b>	<b>999,733</b>

Comprehensive income information:

*Baht*

	Netbay Public Co., Ltd.		Data Tech Transformation Co., Ltd.	VDT Water Supply Co., Ltd.	
	2025	2024	2025	2025	2024
	Revenue	531,780,601	581,464,758	-	17,666
Profit (loss) for the year	265,557,332	215,915,547	(16,650)	8,263	14,228
Other comprehensive income (loss)	727,321	(1,372,109)	-	-	-
Total comprehensive income (loss)	266,284,653	214,543,438	(16,650)	8,263	-

## 15. INVESTMENTS IN JOINT VENTURES

Investments in joint ventures as at December 31, 2025 and 2024 consisted of:

Company	Paid-up share capital				Shareholding		Consolidated financial statements		Separate financial statements		Book Value	Baht
	2025		2024		2025	2024	Equity method		Impairment			
	2025	2024	2025	2024	2025	2024	At cost	2024	2025	2025		
<b>Direct Joint Venture</b>												
DTX Co., Ltd.	20,000,000	20,000,000	50	50	3,746,536	8,837,516	9,999,980	9,999,980	-	9,999,980	9,999,980	9,999,980
<b>Indirect Joint Venture</b>												
Held by DTX Co., Ltd.												
Asset Activator Co., Ltd.	11,250,000	11,250,000	51	51			9,787,500	9,787,500	(9,787,500)	-	-	9,787,500

a) Share of comprehensive income(loss)

The Company recognized share of comprehensive income or loss from investments in joint venture for the years ended December 31, 2025 and 2024 as follows:

Companies	<i>Baht</i>			
	Share of profit (loss)		Share of comprehensive profit or loss	
	2025	2024	2025	2024
<b>Joint Venture</b>				
DTX Co., Ltd.	(5,090,980)	387,629	-	-

b) Summary significant financial information of the joint venture for the years ended December 31, 2025 and 2024 was as follows .:

Financial position information:

	<i>Baht</i>	
	DTX Co., Ltd.	
	2025	2024
Current assets	8,774,689	10,449,399
Non-current assets	1,937,225	12,672,826
Current liabilities	1,691,362	1,621,128
Non-current liabilities	288,582	432,243
Non-controlling interests	1,238,859	3,393,783
<b>Equity holders of the Company</b>	<b>7,493,111</b>	<b>17,675,071</b>
Shareholding (%)	50	50
Carrying amount of interests in joint venture	<b>3,746,536</b>	<b>8,837,516</b>

Comprehensive income (loss) information:

	<i>Baht</i>	
	DTX Co., Ltd.	
	2025	2024
Revenue	8,857,513	17,050,839
Profit (loss) for the year	(10,068,711)	953,542

## 16. LONG-TERM INVESTMENTS

Long-term investments as at December 31, 2025 and 2024 consisted of:

	<i>Baht</i>	
	Consolidated and separate	
	financial statements	
Equity instruments	2025	2024
<b>Investments measured at fair value through other comprehensive income</b>		
Ordinary shares of company listed on the Stock Exchange of Thailand		
Blue Venture Group Public Company Limited	38,500,000	38,500,000
Less Loss from fair value measurement	(21,300,000)	(11,900,000)
Net	17,200,000	26,600,000
Ordinary shares of company not listed on the Stock Exchange of Thailand		
Somapa Information Technology Public Company Limited	864,170,258	864,170,258
Growpro Consulting and Services Company Limited	16,000,000	-
<b>Total</b>	<b>897,370,258</b>	<b>890,770,258</b>

Investment in equity instruments measured at fair value through other comprehensive income

Companies	Type of business	Paid-up share capital	Shareholding %	Consolidated and separate financial statements		Dividend income for the year
				Investment		
				2025	2024	
<b>Marketable equity instruments</b>						
Blue Venture Group Public Company Limited	Providing platform and application services for car insurance business	225,000,000	2.22	38,500,000	38,500,000	830,000
<b>Non - marketable equity instruments</b>						
Somapa Information Technology Public Company Limited	Providing inspection and pre-screen services for passengers	200,000,000	18.00	864,170,258	864,170,258	15,840,000
Growpro Consulting and Service Company Limited	Providing cyber security services	5,560,000	10.00	16,000,000	-	-
<b>Add (less) Unrealized gain on fair valuation</b>				918,670,258	902,670,258	16,650,000
<b>Total</b>				(21,300,000)	(11,900,000)	-
				897,370,258	890,770,258	16,650,000

Movement of equity instruments was as follows:

	Consolidated and separate financial statements				<i>Baht</i>
	As at January 1	Purchase	Sale	Fair value adjustment	As at December 31
<b>Equity instruments</b>					
<b>2025</b>					
<b>Equity instruments measured at</b>					
- Fair value through other comprehensive income	<u>890,770,258</u>	<u>16,000,000</u>	<u>-</u>	<u>(9,400,000)</u>	<u>897,370,258</u>
<b>2024</b>					
<b>Equity instruments measured at</b>					
- Fair value through other comprehensive income	<u>908,570,258</u>	<u>-</u>	<u>-</u>	<u>(17,800,000)</u>	<u>890,770,258</u>

## 17. PROPERTY, PLANT AND EQUIPMENT

Movements of property, plant and equipment for the years ended December 31, 2025 and 2024 were as follows:

	Consolidated financial statements						Total	
	Land and land improvement	Building	Photocopier for rent	Scanner for service	Machinery and equipment	Office equipment		Vehicle
<b>Cost</b>								
At January 1, 2024	28,737,000	61,957,984	229,584,953	24,150,414	12,056,716	46,340,856	64,435,896	467,263,819
Purchase / transfer - in	-	190,582	2,085,880	6,765,500	9,426,556	12,352,465	18,422,000	49,242,983
Disposal / transfer - out	-	-	(18,101,446)	(92,500)	-	(2,158,031)	(3,326,729)	(23,678,706)
At December 31, 2024	28,737,000	62,148,566	213,569,387	30,823,414	21,483,272	56,535,290	79,531,167	492,828,096
Purchase / transfer - in	26,796,295	8,993,119	6,166,761	2,534,500	-	6,683,283	7,412,979	58,586,937
Disposal / transfer - out	-	-	(13,039,690)	-	-	(1,535,768)	(4,398,458)	(18,973,916)
At December 31, 2025	55,533,295	71,141,685	206,696,458	33,357,914	21,483,272	61,682,805	82,545,688	532,441,117
<b>Accumulated depreciation</b>								
At January 1, 2024	244,001	45,531,436	204,962,960	13,415,388	635,552	38,072,273	36,960,197	339,821,807
Depreciation	30,700	3,260,920	10,525,873	4,146,182	3,195,903	5,772,039	6,762,723	33,694,340
Disposal / transfer - out	-	-	(17,714,270)	(92,498)	-	(2,049,463)	(3,094,729)	(22,950,960)
At December 31, 2024	274,701	48,792,356	197,774,563	17,469,072	3,831,455	41,794,849	40,628,191	350,565,187
Depreciation	43,404	3,242,176	6,379,677	5,413,669	3,546,852	6,606,463	6,735,615	31,967,856
Disposal / transfer - out	-	-	(12,533,958)	-	-	(994,847)	(3,916,789)	(17,445,594)
At December 31, 2025	318,105	52,034,532	191,620,282	22,882,741	7,378,307	47,406,465	43,447,017	365,087,449

*Balut*

## Consolidated financial statements

	Land and land improvement	Building	Photocopier for rent	Scanner for service	Machinery and equipment	Office equipment	Vehicle	Total
<b>Allowance for impairment</b>								
At January 1, 2024	-	-	2,987,631	-	-	-	-	2,987,631
Loss from impairment	-	-	223,137	-	-	-	-	223,137
Disposal / transfer - out	-	-	(157,477)	-	-	-	-	(157,477)
At December 31, 2024	-	-	3,053,291	-	-	-	-	3,053,291
Loss from impairment	-	-	53,211	-	-	-	-	53,211
Disposal / transfer - out	-	-	(84,384)	-	-	-	-	(84,384)
At December 31, 2025	-	-	3,022,118	-	-	-	-	3,022,118
<b>Net book value</b>								
Owned assets	28,462,299	13,356,210	12,741,533	13,354,342	2,766,421	14,740,441	7,167,345	92,588,591
Right-of-used assets	-	-	-	-	14,885,396	-	31,735,631	46,621,027
At December 31, 2024	28,462,299	13,356,210	12,741,533	13,354,342	17,651,817	14,740,441	38,902,976	139,209,618
Owned assets	55,215,190	19,107,153	12,054,058	10,475,173	8,645,217	14,276,340	10,052,593	129,825,724
Right-of-used assets	-	-	-	-	5,459,748	-	29,046,078	34,505,826
At December 31, 2025	55,215,190	19,107,153	12,054,058	10,475,173	14,104,965	14,276,340	39,098,671	164,331,550

Separate financial statements

	Land and land improvement	Building	Photocopier for rent	Scanner for service	Office equipment	Vehicle	Total
<b>Cost</b>							
At January 1, 2024	28,737,000	61,957,984	229,584,953	24,150,414	37,888,714	39,147,503	421,466,568
Purchase / transfer - in	-	190,582	2,085,880	6,765,500	11,022,670	18,422,000	38,486,632
Disposal / transfer - out	-	-	(18,101,446)	(92,500)	(1,143,320)	(2,276,730)	(21,613,996)
At December 31, 2024	28,737,000	62,148,566	213,569,387	30,823,414	47,768,064	55,292,773	438,339,204
Purchase / transfer - in	26,796,295	8,993,119	6,166,761	2,534,500	5,780,149	4,063,979	54,334,803
Disposal / transfer - out	-	-	(13,039,690)	-	(1,290,776)	(1,598,458)	(15,928,924)
At December 31, 2025	55,533,295	71,141,685	206,696,458	33,357,914	52,257,437	57,758,294	476,745,083
<b>Accumulated depreciation</b>							
At January 1, 2024	244,002	45,531,436	204,962,960	13,415,388	32,256,015	22,829,988	319,239,789
Depreciation	30,699	3,260,920	10,525,872	4,146,182	4,601,104	4,730,982	27,295,759
Disposal / transfer - out	-	-	(17,714,269)	(92,498)	(1,047,692)	(2,276,728)	(21,131,187)
At December 31, 2024	274,701	48,792,356	197,774,563	17,469,072	35,809,427	25,284,242	325,404,361
Depreciation	43,404	3,242,176	6,379,677	5,413,669	5,428,921	4,910,768	25,418,615
Disposal / transfer - out	-	-	(12,533,958)	-	(789,524)	(1,116,790)	(14,440,272)
At December 31, 2025	318,105	52,034,532	191,620,282	22,882,741	40,448,824	29,078,220	336,382,704

Separate financial statements

	Land and land improvement	Building	Photocopier for rent	Scanner for service	Office equipment	Vehicle	Total
<b>Allowance for impairment</b>							
At January 1, 2024	-	-	2,987,631	-	-	-	2,987,631
Loss from impairment	-	-	223,137	-	-	-	223,137
Disposal / transfer - out	-	-	(157,477)	-	-	-	(157,477)
At December 31, 2024	-	-	3,053,291	-	-	-	3,053,291
Loss from impairment	-	-	53,211	-	-	-	53,211
Disposal / transfer - out	-	-	(84,384)	-	-	-	(84,384)
At December 31, 2025	-	-	3,022,118	-	-	-	3,022,118
<b>Net book value</b>							
Owned assets	28,462,299	13,356,210	12,741,533	13,354,342	11,958,637	3,587,713	83,460,734
Right-of-used assets	-	-	-	-	-	26,420,818	26,420,818
At December 31, 2024	28,462,299	13,356,210	12,741,533	13,354,342	11,958,637	30,008,531	109,881,552
Owned assets	55,215,190	19,107,153	12,054,058	10,475,173	11,808,613	6,344,634	115,004,821
Right-of-used assets	-	-	-	-	-	22,335,440	22,335,440
At December 31, 2025	55,215,190	19,107,153	12,054,058	10,475,173	11,808,613	28,680,074	137,340,261

*Baht*

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
As at December 31				
The gross carrying amount of fully depreciated and impaired that is still in use	<u>182,711,014</u>	<u>137,508,982</u>	<u>172,064,676</u>	<u>125,481,578</u>
Transfer photocopiers for rent to inventory with the net book value for the year ended December 31	<u>421,348</u>	<u>229,437</u>	<u>421,348</u>	<u>229,437</u>
For the year ended December 31				
Depreciation was recognized as				
Cost of sales and services	19,239,636	19,266,179	14,898,624	15,435,604
Administrative expenses	12,728,220	14,428,161	10,519,991	11,860,155

Movements of the right-of-use assets recognized as equipment for the years ended December 31, 2025 and 2024 were summarized as follows:

	<u>Consolidated financial statements</u>			
	<u>Scanner for service</u>	<u>Machinery and equipment</u>	<u>Vehicle</u>	<u>Total</u>
<b>Net book value</b>				
As at January 1, 2024	2,040,381	9,770,214	21,831,973	33,642,568
Increase	-	7,878,505	18,422,000	26,300,505
<b>Less</b> Amortization	(172,376)	(2,763,323)	(5,346,733)	(8,282,432)
<b>Less</b> The exercise of purchase option/ fully paid in installment	(1,868,005)	-	(3,171,609)	(5,039,614)
As at December 31, 2024	-	14,885,396	31,735,631	46,621,027
Increase	-	-	5,467,838	5,467,838
<b>Less</b> Amortization	-	(2,445,260)	(4,418,095)	(6,863,355)
<b>Less</b> The exercise of purchase option/ fully paid in installment	-	(6,980,388)	(3,739,296)	(10,719,684)
As December 31, 2025	-	<u>5,459,748</u>	<u>29,046,078</u>	<u>34,505,826</u>

	Separate financial statements		
	Scanner	Vehicle	Total
	for service		
<b>Net book value</b>			
As at January 1, 2024	2,040,381	13,814,734	15,855,115
Increase	-	18,422,000	18,422,000
Less Amortization	(172,376)	(4,036,463)	(4,208,839)
Less The exercise of purchase option/ fully paid in installment	(1,868,005)	(1,779,453)	(3,647,458)
As at December 31, 2024	-	26,420,818	26,420,818
Increase	-	2,118,838	2,118,838
Less Amortization	-	(3,654,920)	(3,654,920)
Less The exercise of purchase option/ fully paid in installment	-	(2,549,296)	(2,549,296)
As at December 31, 2025	-	22,335,440	22,335,440

As at December 31, 2025 and 2024, the Group mortgaged land with construction as collateral for credit facilities of loan (see notes 20). Its carrying value was summarized as follows:

	Consolidated and separate financial statements	
	2025	2024
	Land and land improvement	28,431,599
Building	9,959,411	12,983,213
Total	38,391,010	41,445,512

## 18. LEASES

### Right-of-use assets

Movements of the right-of-use assets for the years ended December 31, 2025 and 2024 were summarized as follows:

	<i>Baht</i>			
	Consolidated financial statement			
	Land	Building	Vehicle	Total
<b>Net book value</b>				
As at January 1, 2024	270,456	45,896,416	5,452,174	51,619,046
Enter into a lease	-	-	5,558,294	5,558,294
<b>Less Amortization</b>	<u>(202,842)</u>	<u>(3,315,985)</u>	<u>(3,978,200)</u>	<u>(7,497,027)</u>
As at December 31, 2024	67,614	42,580,431	7,032,268	49,680,313
Enter into a lease	809,849	8,399,647	2,299,730	11,509,226
<b>Less Amortization</b>	<u>(185,898)</u>	<u>(3,689,553)</u>	<u>(3,685,379)</u>	<u>(7,560,830)</u>
<b>As at December 31, 2025</b>	<u><b>691,565</b></u>	<u><b>47,290,525</b></u>	<u><b>5,646,619</b></u>	<u><b>53,628,709</b></u>
				<i>Baht</i>
				Separate financial statement
	Land	Building	Vehicle	Total
<b>Net book value</b>				
As at January 1, 2024	270,456	45,896,416	4,897,009	51,063,881
Enter into a lease	-	-	4,977,180	4,977,180
<b>Less Amortization</b>	<u>(202,842)</u>	<u>(3,315,985)</u>	<u>(3,570,878)</u>	<u>(7,089,705)</u>
As at December 31, 2024	67,614	42,580,431	6,303,311	48,951,356
Enter into a lease	809,849	8,399,647	2,299,730	11,509,226
<b>Less Amortization</b>	<u>(185,898)</u>	<u>(3,689,553)</u>	<u>(3,308,153)</u>	<u>(7,183,604)</u>
<b>As at December 31, 2025</b>	<u><b>691,565</b></u>	<u><b>47,290,525</b></u>	<u><b>5,294,888</b></u>	<u><b>53,276,978</b></u>

The Company entered into a rental agreement for land and office building with RYU Asset Development Co., Ltd. for a period of 30 years from January 1, 2016 to December 31, 2045 with a prepaid rental of Baht 60 million. The Company had already registered such leasehold rights with Land office (see note 4).

### Collateral

As at December 31, 2025 and 2024, the Company entered into an agreement transferring leasehold rights on land and building as collateral for loan from financial institution (see note 20).

The Group leased vehicles, offices and residences for a period not more than 1 year with the fixed lease payment that are a common term.

	<i>Baht</i>			
	Consolidated financial statement		Separate financial statement	
	2025	2024	2025	2024
For the year December 31				
Fixed payment	2,836,061	2,344,073	664,781	262,233
Variable payment	638,984	801,981	-	-
<b>Total</b>	<b>3,475,045</b>	<b>3,146,054</b>	<b>664,781</b>	<b>262,233</b>

### Lease liabilities

Lease liabilities as at December 31, 2025 and 2024, consisted of:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Amount of lease payment	32,478,839	32,279,794	27,682,025	22,877,720
<b>Less</b> Deferred interest	<b>(2,684,582)</b>	<b>(2,508,463)</b>	<b>(2,382,380)</b>	<b>(2,126,725)</b>
Lease liabilities	29,794,257	29,771,331	25,299,645	20,750,995
<b>Less</b> Current portion	<b>(11,926,417)</b>	<b>(14,097,068)</b>	<b>(9,787,179)</b>	<b>(7,109,208)</b>
<b>Long-term liabilities</b>	<b>17,867,840</b>	<b>15,674,263</b>	<b>15,512,466</b>	<b>13,641,787</b>

The Group entered into the lease agreements for land, building, equipment and vehicles.

Movements of lease liabilities for the years ended December 31, 2025 and 2024 were as follows:

	<i>Baht</i>			
	Consolidated		Separate	
	financial statement		financial statement	
	2025	2024	2025	2024
Beginning balance	29,771,331	25,157,629	20,750,995	14,646,275
Enter into the lease	15,821,577	22,779,059	13,309,827	16,624,580
Interest expense	1,632,558	1,552,841	1,321,955	891,352
Lease payment	(17,431,209)	(19,718,198)	(10,083,132)	(11,411,212)
<b>Ending balance</b>	<b>29,794,257</b>	<b>29,771,331</b>	<b>25,299,645</b>	<b>20,750,995</b>

As at December 31, 2025 and 2024, lease liabilities presented by term of repayment period were summarized as follows:

	<i>Baht</i>					
	Consolidated financial statements					
	2025			2024		
Due of payment	Present value	Deferred interest expenses	Minimum lease payment	Present value	Deferred interest expenses	Minimum lease payment
Within 1 year	11,926,417	1,427,244	13,353,661	14,097,068	1,190,677	15,287,745
More than 1 year but not over 5 years	17,867,840	1,257,338	19,125,178	15,674,263	1,317,786	16,992,049
Total	<u>29,794,257</u>	<u>2,684,582</u>	<u>32,478,839</u>	<u>29,771,331</u>	<u>2,508,463</u>	<u>32,279,794</u>

	<i>Baht</i>					
	Separate financial statements					
	2025			2024		
Due of payment	Present value	Deferred interest expenses	Minimum lease payment	Present value	Deferred interest expenses	Minimum lease payment
Within 1 year	9,787,179	1,280,778	11,067,957	7,109,208	887,602	7,996,810
More than 1 year but not over 5 years	15,512,466	1,101,602	16,614,068	13,641,787	1,239,123	14,880,910
Total	<u>25,299,645</u>	<u>2,382,380</u>	<u>27,682,025</u>	<u>20,750,995</u>	<u>2,126,725</u>	<u>22,877,720</u>

The Company entered into the lease agreements for purchase photocopier, scanner, machinery, vehicles and software license.

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Monthly installment	1,450,291	1,620,902	939,629	916,963
Current portion of liabilities presented under current liabilities	11,926,417	14,097,068	9,787,179	7,109,208

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024

**For the year ended December 31**

**Recognized in profit or loss**

Rental and public facilities service income	1,278,235	-	1,278,235	1,203,312
Repair and maintenance expenses	1,889,081	1,510,886	1,194,784	1,090,084
Interest expense from lease liabilities	1,632,558	1,552,841	1,321,955	891,352
Expenses relating to short-term leases	3,475,045	3,146,054	664,781	262,233

As at December 31, 2025 and 2024, the Group had the minimum lease payment under short-term lease relating to low-value-assets and non-cancellable agreement other than those lease liabilities as follows:

Due of payment	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Within 1 year	194,989	534,989	115,789	115,789

## 19. COST OF MANGROVE REFORESTATION PLANTING

Movements of cost of mangrove reforestation planting for the years ended December 31, 2025 and 2024 was summarized as follows:

Cost	<i>Baht</i>	
	Consolidated financial statements	
	2025	2024
At January 1	204,786,850	104,927,722
Purchase/ transfer - in	63,079,223	99,859,128
<b>At December 31</b>	<b>267,866,073</b>	<b>204,786,850</b>

## 20. SHORT-TERM LOANS FROM FINANCIAL INSTITUTIONS

Short-term loan from financial institutions as at December 31, 2025 consisted of:

Promissory notes	<i>Baht</i>
	Consolidated financial statements
	<b>42,550,000</b>

The Group had credit line from financial institutions detailed as follows:

Type of credit	%	<i>Baht</i>			
		The Company		Subsidiary	
		2025	2024	2025	2024
<b>The Company</b>					
Bank overdraft	MOR	51,500,000	51,500,000	60,000,000	60,000,000
Credit facilities for import/ promissory notes/ letter of guarantee	MLR	1,220,000,000	1,220,000,000	786,254,506	917,987,250
Forward contracts		96,340,000	76,340,000	4,000,000	4,000,000
<b>The Consortium</b>					
Letter of guarantee		28,500,000	28,500,000	-	19,870,000

Consortium RSDT has been approved for credit facilities from a financial institution of Baht 1,505 million to be used as working capital under the construction contract of a new zoo, phase 1, Klong 6 (see Note 34).

### Collateral

1. The Company mortgaged land with construction as collateral (see notes 4 and 17).
2. The related company mortgaged land with construction as collateral (see note 4).
3. Shareholder and related person mortgaged land with construction as collateral (see note 4).
4. The Company entered into an agreement transferring leasehold rights on land and building as collateral (see note 18).
5. The Company and the subsidiary pledged their bank deposit as collateral (see note 12).
6. The Company guaranteed for a certain of credit facilities of subsidiary (see note 4).
7. The subsidiary, the related companies, shareholder of the Company, director of the Company, director of the subsidiary and director of related companies had co-guaranteed (see note 4).
8. Thai Credit Guarantee Corporation (TCG) guaranteed for a certain of credit facilities.
9. The subsidiary transferred rights on claim in installation of certain project (see note 7).
10. Shareholders pledged the Company's shares (see note 4).

## 21. TRADE AND OTHER PAYABLES

Trade and other payables as at December 31, 2025 and 2024 consisted of:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade payables	365,247,695	319,968,758	201,961,478	131,380,527
Other payables				
Accrued expenses	30,531,170	27,692,821	23,403,511	20,658,594
Installment received with payable obligation	1,698,527	2,161,615	1,698,527	11,083,760
Total	32,229,697	29,854,436	25,102,038	31,742,354
<b>Grand total</b>	<b>397,477,392</b>	<b>349,823,194</b>	<b>227,063,516</b>	<b>163,122,881</b>

The currencies denomination of trade and other payables as at December 31, 2025 and 2024 were as follows:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Currency				
Thai Baht (THB)	396,954,832	349,062,434	226,540,956	162,362,121
US Dollars (USD)	522,560	760,760	522,560	760,760
<b>Total</b>	<b>397,477,392</b>	<b>349,823,194</b>	<b>227,063,516</b>	<b>163,122,881</b>

## 22. OTHER CURRENT LIABILITIES

Other current liabilities as at December 31, 2025 and 2024 consisted of:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Advance received for goods and services	3,973,238	36,406,170	3,973,238	36,406,170
Deferred income	26,420,538	17,209,693	26,407,681	16,790,043
Retention payables	49,523,456	24,723,155	-	-
Undue and intermediate value added tax	15,038	8,024,793	15,038	24,645
Intermediate withholding tax	4,827,075	3,579,613	2,108,743	2,316,208
Dividend payables	2,173,401	1,116,687	2,173,401	1,116,687
<b>Total</b>	<b>86,932,746</b>	<b>91,060,111</b>	<b>34,678,101</b>	<b>56,653,753</b>

## 23. PROVISIONS FOR EMPLOYEE BENEFIT

Provisions for employee benefit as at December 31, 2025 and 2024 consisted of:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Post employment benefits</b>				
Present value of obligations	20,161,095	18,088,199	16,623,543	14,976,283
Provisions for employee benefit	20,161,095	18,088,199	16,623,543	14,976,283
Less Current portion	(2,269,214)	(265,281)	(2,041,074)	(52,847)
Provisions for long-term	<b>17,891,881</b>	<b>17,822,918</b>	<b>14,582,469</b>	<b>14,923,436</b>

Movements of the present value of provisions for employee benefit for the years ended December 31, 2025 and 2024 were summarized as follows:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Post-employment benefit plan</b>				
Present value of provision for employee benefit				
As at January 1,	18,088,199	11,976,024	14,976,283	10,276,319
Included in profit or loss:				
Service cost	1,651,735	1,632,734	1,312,686	1,279,616
Interest cost	514,257	459,698	427,670	380,596
Actuarial loss	-	237,382	-	203,624
Included in other comprehensive income (loss):				
Actuarial (gain) loss incurred from				
- Demographic assumptions	-	4,243,838	-	3,398,653
- Financial assumptions	-	(2,026,213)	-	(1,669,847)
- Experience adjustments	-	1,581,725	-	1,107,322
Classify to accrued expense	(93,096)	(16,989)	(93,096)	-
As at December 31,	<u>20,161,095</u>	<u>18,088,199</u>	<u>16,623,543</u>	<u>14,976,283</u>

Principal actuarial assumptions as at December 31, 2025 and 2024 were as follows:

	%			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Discount rate	2.92-3.00	2.88-3.00	2.92	2.88
Salary increase rate	4	4	4	4
Turnover rate	0-22	0-22	0-22	0-22
Gold price increase rate	3.5	3.5	3.5	3.5
Retirement age	60 - 70 years	60 - 70 years	60 - 70 years	60 - 70 years
Mortality rate	100 of Mortality Table year 2017	100 of Mortality Table year 2017	100 of Mortality Table year 2017	100 of Mortality Table year 2017

Discount rate was the market yields on government's bond for legal severance payments plan.

Salary increase rate depended on the management's policies.

Turnover rate depended on the length of work service period.

Mortality rate was the reference rate from TMO2017: Thai Mortality Ordinary Table 2017.

## Sensitivity analysis

The result of sensitivity analysis for significant assumptions that affect the present value of the provisions for post - employment benefit as at December 31, 2025 and 2024 are summarized below:

**Baht**

	Consolidated financial statements					
	2025			2024		
	% Movement	Increase	Decrease	% Movement	Increase	Decrease
Discount rate	0.5	(963,396)	1,039,587	0.5	(942,835)	1,019,149
Salary increase rate	0.5	1,110,807	(1,033,660)	0.5	1,013,358	(944,038)
Turnover rate	10	(1,635,828)	1,840,904	10	(1,491,362)	1,675,282

**Baht**

	Separate financial statements					
	2025			2024		
	% Movement	Increase	Decrease	% Movement	Increase	Decrease
Discount rate	0.5	(781,129)	842,264	0.5	(760,569)	821,826
Salary increase rate	0.5	912,684	(848,721)	0.5	815,235	(759,099)
Turnover rate	10	(1,336,287)	1,504,301	10	(1,191,821)	1,338,680

The Group presented the employee expenses in profit or loss for the years ended December 31, 2025 and 2024 as follows:

**Baht**

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cost of sales and service	711,189	828,666	711,189	828,666
Selling expenses	170,146	175,861	170,146	175,860
Administrative expenses	770,400	865,589	431,351	478,714
Finance cost	514,257	459,698	427,670	380,596
Total	2,165,992	2,329,814	1,740,356	1,863,836

## 24. SHARE CAPITAL

Movements of share capital for the years ended December 31, 2025 and 2024 were summarized as follows:

	<i>Baht</i>				
	Par value	2025		2024	
		Number	Amount	Number	Amount
<b>Share capital (Par value)</b>					
Ordinary shares					
At January 1	0.50	799,357,813	399,678,907	791,185,323	395,592,662
Reduction of shares	0.50	-	-	(25,027,510)	(12,513,755)
Increase of new shares	0.50	-	-	33,200,000	16,600,000
At December 31	0.50	<u>799,357,813</u>	<u>399,678,907</u>	<u>799,357,813</u>	<u>399,678,907</u>
<b>Issued and paid-up shares (Paid-up value)</b>					
Ordinary shares					
At January 1	0.50	693,913,598	346,956,799	660,713,598	330,356,799
Increase of new shares	0.50	1	1	33,200,000	16,600,000
At December 31	0.50	<u>693,913,599</u>	<u>346,956,800</u>	<u>693,913,598</u>	<u>346,956,799</u>

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company.

The Extraordinary General Shareholders' Meeting held on February 5, 2024 passed the resolutions to approve as follows:

- 24.1 Decrease the registered share capital of the Company that remain from the allocation to pay the stock dividend and reserve for the newly-issued ordinary shares under the general mandate from Baht 395.59 million to Baht 383.08 million by cancelling the remaining 25.03 million shares at a par value of Baht 0.50 per share, totaling of Baht 12.51 million.

The Company has registered the decrease of authorized share capital with Department of Business Development, the Ministry of Commerce on February 12, 2024.

- 24.2 Increase the registered share capital from Baht 383.08 million to Baht 399.68 million by issuing new ordinary shares of 33.20 million shares with the par value of Baht 0.50 each to reserve for issuance and offering of the increased ordinary under the specific purpose to utilize the funds to specific persons (Private Placement) to pay as compensation for purchasing ordinary shares of Netbay Public Company Limited.

The Company has registered the increase of authorized share capital with Department of Business Development, the Ministry of Commerce on February 13, 2024.

- 24.3 The allocation of increased ordinary shares in the amount of 33.20 million shares with par value of Baht 0.50 each to reserve for the increase of ordinary shares to a specific persons (Private Placement) to pay as compensation for purchasing ordinary shares of Netbay Public Company Limited as detailed as follows:

- Allocate the increased ordinary shares of 33.20 million shares with the par value of Baht 0.50 each, at the offering price of Baht 25.50 per share, to pay as compensation for purchasing 49.80 million ordinary shares of Netbay Public Company Limited, equivalent to 24.90% shareholding of the registered share capital, at the price not exceeding of Baht 17 per share, totaling of Baht 846.60 million.
- The Company clearly determined the offering price pursuant to the market price with a discount not exceeding 10 percent of the weighted average of the ordinary share of the Company in SET for 7 consecutive business days prior to the day that Board of Directors' Meeting resolved to approve to propose the agenda for offering the newly-issued ordinary shares to specific persons which is between December 7, 2023 and December 18, 2023 which has a price equal to Baht 24.98 per share.

The Company allocated the increased ordinary shares to a specific persons (Private Placement) and proceeded to register the change in paid-up capital with the Department of Business Development, the Ministry of Commerce on February 23, 2024.

The Board of Directors' Meeting of Subsidiary held on September 12, 2024 passed the resolutions to approve the issuance and offering of digital tokens (Initial Coin Offering: ICO) in an amount not exceeding of Baht 480 million, for the purpose to be used as fund for expenses in the mangrove reforestation project and as working capital for the subsidiary's operations, and including assign the authorization to the Chief Executive Officer and /or the person assigned by the Board of Directors that the Chief Executive Officer deems appropriate to enter into transactions with organizations/companies related to the issuance of ICOs

On December 25, 2025, the subsidiary has been already notified the approval ICO application from the Office of the Securities and Exchange Commission.

#### Premium on share capital

According to the Public Companies Act B.E. 2535, Section 51 the Company is required to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("premium on share capital"). Premium on share capital is not available for dividend distribution.

## 25. DIVIDEND

				<i>Baht</i>
Dividend	Approval	Dividend payment date	Dividend per share	Dividend payment
<b>The Company</b>				
Year 2024	The Ordinary General Meeting of Shareholders on April 25, 2024	May 15, 2024	0.25	173,444,140
Year 2025	The Ordinary General Meeting of Shareholders on April 25, 2025	May 23, 2025	0.25	173,417,390
	The Board of Director Meeting on August 14, 2025	September 12, 2025	0.25	173,417,340
<b>Total</b>				<b><u>346,834,730</u></b>

## 26. LEGAL RESERVE

According to the Public Limited Companies Act B.E. 2535, Section 116, the Company is required to set aside a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any) until the reserve reaches 10 percent of the registered share capital. The statutory reserve is not available for dividend distribution.

	<i>Baht</i>			
	Consolidated		Separate	
	financial statement		financial statement	
	2025	2024	2025	2024
For the year ended December 31				
Appropriated to legal reserves				
Profit for the years	-	6,932,211	-	6,932,211

## 27. WARRANTS

The detail of warrants was summarized as follows:

The first warrants to be exercised to the new ordinary share (DITTO-W1)

Type of warrant	: The Warrant to be exercised to the new ordinary share of Ditto (Thailand) Public Company Limited No.1 (“the first warrants” or “DITTO-W1”)
Category	: Registered and transferable
The offering price	: Baht 0.00
Terms of the warrant	: 3 years from the date of issuance and offering
Issuing and offering date	: May 20, 2022
Exercise ratio	: 1 unit of warrant per 1 new ordinary share (right adjusted) Changed to 1 unit of warrant per 1.2 new ordinary share (right adjusted)
Exercise price	: Baht 40 per share Change to Baht 33.33 per share
Exercise period	: The last business day of March, June, September and December each year until the date of expiration of the warrants. The first exercise period is on September 2022
The last exercise date	: May 19, 2025
Expiration date	: May 20, 2025

Movements of the warrants during the year were as follows:

Type of warrants					<i>Unit</i>
	Balance as at January 1, 2024	Issued	Exercised	Expired	Balance as at December 31, 2024
DITTO-W1	87,866,773	-	-	-	87,866,773

Type of warrants					<i>Unit</i>
	Balance as at January 1, 2025	Issued	Exercised	Expired	Balance as at December 31, 2025
DITTO-W1	87,866,773	-	(1)	(87,866,772)	-

## 28. EMPLOYEE BENEFIT EXPENSES

Employee benefit expenses for the years ended December 31, 2025 and 2024 as follows:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Wages and salaries	332,402,131	211,325,691	300,861,460	182,106,549
Defined benefit plans	1,651,735	1,870,115	1,312,686	1,483,240
Provident fund	6,596,385	5,899,083	5,446,843	4,791,258
Others	6,971,856	6,073,461	4,749,013	3,664,964
Total	347,622,107	225,168,350	312,370,002	192,046,011

### Provident fund

The provident funds established by the Group for its employees under the Provident Fund Act B.E. 2530 comprises contributions made monthly by the employees and by the Group. The provident fund will be paid to the employees upon termination in accordance with the rules of the Fund. At the present, the provident funds are managed by BBL Asset Management Company Limited.

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
For the year ended December 31				
Contributions paid to the provident fund	6,596,385	5,899,083	5,446,843	4,791,258

## 29. EXPENSES BY NATURE

Significant expenses by nature for the years ended December 31, 2025 and 2024 consisted of:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Cost of sales and services</b>				
Changes in inventories and work in process	(37,641,463)	964,978	(41,511,910)	(4,913,461)
Purchase of goods/ transfer of photocopier for rent	472,665,539	597,491,159	180,473,944	402,996,458
Subcontract cost	1,468,383,845	906,334,358	700,120,219	411,798,451
Employee benefit expenses	244,147,128	132,740,102	219,987,229	112,422,737
Depreciation and amortization	24,068,233	25,304,856	19,883,270	21,668,418
Software subscription	11,136,704	21,732,414	11,136,704	21,732,414
Rental and services	4,773,023	3,787,599	2,005,309	1,280,610
Travelling expenses	13,355,513	9,662,311	9,508,804	7,265,859
<b>Selling expenses</b>				
Employee benefit expenses	20,539,267	22,735,824	19,931,151	21,275,795
Travelling expenses	1,225,163	1,424,716	1,156,663	1,350,360
<b>Administrative expenses</b>				
Employee benefit expenses	82,935,712	69,692,424	72,451,622	58,347,479
Depreciation and amortization	20,146,382	20,796,124	17,522,629	17,782,501
Rental and services	9,997,677	10,066,970	4,178,880	4,013,920
Repair and maintenance expenses	6,034,155	4,179,124	4,357,299	2,835,538
Travelling expenses	3,765,302	3,444,541	2,368,010	2,231,277

### 30. REVENUE FROM CONTRACT WITH CUSTOMERS

Disaggregation of revenue for the years ended December 31, 2025 and 2024 as follows:

	<i>Baht</i>			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Type of goods or services</b>				
Sales of technology goods and software	58,023,747	360,808,630	58,564,561	357,061,444
Rendering service to hire photocopiers	79,281,856	84,958,027	81,099,897	85,843,046
frontstore management equipment	45,208,528	53,936,683	45,208,528	53,936,683
other equipment	2,594,599	2,573,047	3,546,439	1,714,820
Rendering service to manage work processing	354,223,821	134,150,603	354,403,822	134,330,603
Rendering service of data and document management system	679,803,320	474,801,234	680,935,198	463,841,230
Construction services of technology project	<u>1,949,874,560</u>	<u>1,321,027,138</u>	<u>395,659,268</u>	<u>241,026,116</u>
Total	<u>3,169,010,431</u>	<u>2,432,255,362</u>	<u>1,619,417,713</u>	<u>1,337,753,942</u>
Other income	<u>1,133,075</u>	<u>1,588,764</u>	<u>10,389,068</u>	<u>10,342,441</u>
<b>Grand total</b>	<b><u>3,170,143,506</u></b>	<b><u>2,433,844,126</u></b>	<b><u>1,629,806,781</u></b>	<b><u>1,348,096,383</u></b>
<b>Timing of revenue recognition</b>				
At a point in time	58,023,747	360,808,630	58,564,561	357,061,443
Over time	<u>3,112,119,759</u>	<u>2,073,035,496</u>	<u>1,571,242,220</u>	<u>991,034,940</u>
Total	<u>3,170,143,506</u>	<u>2,433,844,126</u>	<u>1,629,806,781</u>	<u>1,348,096,383</u>

### 31. INCOME TAX

Corporate income tax of the Group for the years ended December 31, 2025 and 2024 was calculated at a rate specified by the Revenue Department on net earnings after adjusting certain conditions according to the Revenue Code. The Group recorded the corporate income tax as expense for the years and recorded the accrued portion as liabilities in the statements of financial position.

Tax expenses for the years ended December 31, 2025 and 2024 were as follows:

	<i>Baht</i>			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Income tax recognized in profit or loss</b>				
<b>Current tax expense</b>				
Current year	(132,284,011)	(100,464,314)	(61,458,869)	(43,075,755)
<b>Deferred tax</b>				
Movements in temporary differences	<u>1,609,658</u>	<u>514,216</u>	<u>1,139,906</u>	<u>597,971</u>
<b>Tax expense</b>	<b><u>(130,674,353)</u></b>	<b><u>(99,950,098)</u></b>	<b><u>(60,318,963)</u></b>	<b><u>(42,477,784)</u></b>

**Baht**

	Consolidated financial statements					
	2025		2024			
	Before tax	Tax income	Net of tax	Before tax	Tax income	Net of tax
<b>Income tax recognized in other comprehensive income</b>						
Defined benefit plan actuarial loss	-	-	-	(3,799,350)	759,870	(3,039,480)
Loss from investments measured at fair value through other comprehensive income	(9,400,000)	1,880,000	(7,520,000)	(17,800,000)	3,560,000	(14,240,000)
<b>Net</b>	<b>(9,400,000)</b>	<b>1,880,000</b>	<b>(7,520,000)</b>	<b>(21,599,350)</b>	<b>4,319,870</b>	<b>(17,279,480)</b>

**Baht**

	Separate financial statements					
	2025		2024			
	Before tax	Tax income	Net of tax	Before tax	Tax income	Net of tax
<b>Income tax recognized in other comprehensive income</b>						
Defined benefit plan actuarial loss	-	-	-	(2,836,128)	567,226	(2,268,902)
Loss from investments measured at fair value through other comprehensive income	(9,400,000)	1,880,000	(7,520,000)	(17,800,000)	3,560,000	(14,240,000)
<b>Net</b>	<b>(9,400,000)</b>	<b>1,880,000</b>	<b>(7,520,000)</b>	<b>(20,636,128)</b>	<b>4,127,226</b>	<b>(16,508,902)</b>

Reconciliation of effective tax rate

	<i>Baht</i>			
	Consolidated financial statements			
	2025		2024	
	%		%	
Tax rate		Tax rate		
Profit before income tax		729,925,194		558,245,412
Income tax using the Thai corporation tax rate	20	(145,985,039)	20	(111,649,082)
Expenses not deductible for tax purposes		(5,469,862)		(4,965,096)
Income not subject to tax		19,830,556		12,355,702
Addition expenses deductible for tax purposes		2,560,880		3,041,268
Effects of elimination entries on consolidation		(3,220,546)		752,894
Current tax expenses	18	(132,284,011)	18	(100,464,314)
Movements in temporary differences		1,609,658		514,216
Tax expense	18	(130,674,353)	18	(99,950,098)

	<i>Baht</i>			
	Separate financial statements			
	2025		2024	
	%		%	
Tax rate		Tax rate		
Profit before income tax		398,115,124		268,972,419
Income tax using the Thai corporation tax rate	20	(79,623,025)	20	(53,794,484)
Expenses not deductible for tax purposes		(3,566,897)		(3,843,842)
Income not subject to tax		19,830,556		12,355,702
Addition expenses deductible for tax purposes		1,900,497		2,206,869
Current tax expenses	15	(61,458,869)	16	(43,075,755)
Movements in temporary differences		1,139,906		597,971
Tax expense	15	(60,318,963)	16	(42,477,784)

## Deferred tax

Deferred tax as at December 31, 2025 and 2024 consisted of:

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Deferred tax assets	16,451,831	12,023,831	12,166,326	8,131,393
Deferred tax liabilities	(3,496,031)	(2,557,689)	(2,753,300)	(1,738,273)
<b>Deferred tax assets - net</b>	<b>12,955,800</b>	<b>9,466,142</b>	<b>9,413,026</b>	<b>6,393,120</b>

Movements of deferred tax assets and deferred tax liabilities occurred during the year were summarized as follows:

	<i>Baht</i>						
	Consolidated financial statements						
	As at January 1, 2024	Profit or loss	Other comprehensive income	As at December 31, 2024	Profit or loss	Other comprehensive income	As at December 31, 2025
<b>Deferred tax assets</b>							
Trade receivables	89,765	(48,431)	-	41,334	37	-	41,371
Unbilled completed work	2,422,421	(932,672)	-	1,489,749	(288,604)	-	1,201,145
Inventories	491,874	107,142	-	599,016	140,163	-	739,179
Long-term investment	-	-	2,380,000	2,380,000	-	1,880,000	4,260,000
Equipments	597,527	13,132	-	610,659	(6,235)	-	604,424
Accrued employee benefits	-	45,884	-	45,884	(27,265)	-	18,619
Lease liabilities	1,987,998	(2,537)	-	1,985,461	1,307,354	-	3,292,815
Provisions for employee benefit	2,395,205	420,078	759,870	3,575,153	457,066	-	4,032,219
Provision	1,178,752	117,823	-	1,296,575	965,484	-	2,262,059
<b>Total</b>	<b>9,163,542</b>	<b>(279,581)</b>	<b>3,139,870</b>	<b>12,023,831</b>	<b>2,548,000</b>	<b>1,880,000</b>	<b>16,451,831</b>
<b>Deferred tax liabilities</b>							
Long-term investment	(1,180,000)	-	1,180,000	-	-	-	-
Equipment	(869,895)	(94,266)	-	(964,161)	464,592	-	(499,569)
Right-of-use assets	(1,688,228)	155,627	-	(1,532,601)	(1,459,529)	-	(2,992,130)
Intangible asset	(127,066)	66,139	-	(60,927)	60,927	-	-
Trade and other payables	(666,297)	666,297	-	-	-	-	-
Advance received in excess of work completed	-	-	-	-	(4,332)	-	(4,332)
<b>Total</b>	<b>(4,531,486)</b>	<b>793,797</b>	<b>1,180,000</b>	<b>(2,557,689)</b>	<b>(938,342)</b>	<b>-</b>	<b>(3,496,031)</b>

Movements of deferred tax assets and deferred tax liabilities occurred during the year were summarized as follows:

	Separate financial statements						<i>Baht</i>
	As at January 1, 2024	Profit or loss	Other comprehensive income	As at December 31, 2024	Profit or loss	Other comprehensive income	As at December 31, 2025
	<b>Deferred tax assets</b>						
Trade receivables	89,765	(48,431)	-	41,334	37	-	41,371
Inventories	491,874	107,142	-	599,016	140,164	-	739,180
Long-term investment	-	-	2,380,000	2,380,000	-	1,880,000	4,260,000
Equipments	597,526	13,132	-	610,658	(6,235)	-	604,423
Accrued employee benefits	-	-	-	-	18,619	-	18,619
Leases liabilities	1,356,039	(31,316)	-	1,324,723	1,390,569	-	2,715,292
Provisions for employee benefit	2,055,264	372,767	567,226	2,995,257	329,452	-	3,324,709
Provision	172,912	7,493	-	180,405	282,327	-	462,732
<b>Total</b>	<b>4,763,380</b>	<b>420,787</b>	<b>2,947,226</b>	<b>8,131,393</b>	<b>2,154,933</b>	<b>1,880,000</b>	<b>12,166,326</b>
<b>Deferred tax liabilities</b>							
Long-term investment	(1,180,000)	-	1,180,000	-	-	-	-
Equipment	(474,153)	92,587	-	(381,566)	193,219	-	(188,347)
Right-of-use assets	(1,314,238)	18,457	-	(1,295,781)	(1,269,172)	-	(2,564,953)
Intangible asset	(127,066)	66,140	-	(60,926)	60,926	-	-
<b>Total</b>	<b>(3,095,457)</b>	<b>177,184</b>	<b>1,180,000</b>	<b>(1,738,273)</b>	<b>(1,015,027)</b>	<b>-</b>	<b>(2,753,300)</b>

## 32. EARNINGS PER SHARE

### Basic earnings per share

Basic earnings per share for the years ended December 31, 2025 and 2024 was calculated by dividing profit for the years attributable to the ordinary shareholders of the Group by the weighted average number of ordinary shares issued and paid-up during the years.

For the years ended December 31, 2025 and 2024 were as follows:

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Profit for the year (Baht)	599,248,062	458,293,032	337,796,161	226,494,635
<b>Weighted average number of ordinary shares (Shares)</b>				
Ordinary shares at the beginning of year	693,913,598	660,713,598	693,913,598	660,713,598
Increase of share capital	-	28,483,060	-	28,483,060
<b>Weighted average number of ordinary shares</b>	<b>693,913,598</b>	<b>689,196,658</b>	<b>693,913,598</b>	<b>689,196,658</b>
<b>Basic earnings per share (Baht)</b>	<b>0.8636</b>	<b>0.6650</b>	<b>0.4868</b>	<b>0.3286</b>

### 33. OPERATING SEGMENT

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance measured basing on segment operating profit or loss on a basis consistent with that used to measure operating profit or loss in the financial statements.

#### **Business segment**

The Group identified their business segment as follows:

- 1) Distribution, rental and rendering service of photocopiers, printer and technology products
- 2) Distribution and rendering service of document management solution
- 3) Rendering technology engineering services
- 4) Mangroves reforestation concession for carbon credits

All inter-segment transaction were eliminated in preparing the consolidated financial statements.

Operating segment information for the years ended December 31, 2025 and 2024 were summarized as follows:

	Photocopiers, Data and Technology						<i>Baht</i>	
	printer and technology products		document management solution		engineering services			Total
	2025	2024	2025	2024	2025	2024		
<b>Timing of revenue recognition</b>								
At a point in time	58,023,747	346,992,810	-	13,815,820	-	58,023,747	360,808,630	
Over time	127,084,983	141,467,758	1,034,027,141	699,290,909	1,949,874,560	3,110,986,684	2,071,446,732	
<b>Total</b>	<b>185,108,730</b>	<b>488,460,568</b>	<b>1,034,027,141</b>	<b>713,106,729</b>	<b>1,949,874,560</b>	<b>3,169,010,431</b>	<b>2,432,255,362</b>	

Significant segment assets and liabilities of the Group as at December 31, 2025 and 2024 were as follows:

	Photocopiers, printer and technology products		Data and document management solution		Technology engineering services		Mangroves reforestation concession		Total	
	2025	2024	2025	2024	2025	2024	2025	2024		
	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht		
Trade and other receivables	33,456,887	24,924,619	45,845,726	36,329,613	206,197,401	327,914,684	-	-	285,500,014	389,168,916
Accrued income	10,612,767	11,598,208	96,519,343	65,366,583	-	-	-	-	107,132,110	76,964,791
Unbilled completed work	-	-	101,864,896	94,430,958	1,003,786,847	1,087,379,505	-	-	1,105,651,743	1,181,810,463
Inventories	67,644,515	29,711,915	7,297,532	3,720,646	5,881,809	9,752,255	-	-	80,823,856	43,184,816
Property, plant and equipment	118,304,782	87,933,954	19,035,479	21,947,597	26,991,289	29,328,067	-	-	164,331,550	139,209,618
Right-of-use assets	53,276,978	48,951,356	-	-	351,731	728,957	-	-	53,628,709	49,680,313
Intangible assets	9,199,534	10,860,372	133,215	3,680,853	89,800	128,098	-	-	9,422,549	14,669,323
Cost of mangrove reforestation planting	-	-	-	-	-	-	267,866,073	204,786,850	267,866,073	204,786,850
Trade and other payables	47,837,865	41,253,511	98,042,022	92,481,050	194,961,779	154,396,027	56,635,726	61,692,606	397,477,392	349,823,194
Advance received in excess of work completed	-	-	50,389,593	59,539,622	415,462,353	472,107,716	-	-	465,851,946	531,647,338
Lease liabilities	25,299,646	20,750,995	-	-	4,494,611	9,020,336	-	-	29,794,257	29,771,331

### Major customers

	Person		Revenue
	Major customers		
	2025	2024	
	2	3	1,234,458,643

For the year ended December 31,

Revenue from sales and services

### Geographical segments

The Group manages and operates principally in Thailand. There are no revenues derived from or assets located in foreign countries. The customers are located within Thailand.

### 34. SIGNIFICANT AGREEMENTS

#### 34.1 Mangrove reforestation concession

Siam TC Technology Company Limited, and jointly invested with other company (see note 34.3), and joined with the project developer communities, has been approved by the Department of Marine and Coastal Resources, Ministry of Natural Resources and Environment to join the Mangroves Reforestation for Carbon Credits and the community Project.

	Subsidiary	Joint invested	Join with communities
The allocated area	12,270.62 Rai	10,612.35 Rai	Group 1 : 26,508.56 Rai Group 2 and 3 : 62,781.72 Rai Group 4 and 5 : 65,547.74 Rai
Period	30 Years from September 2022 to September 2052		30 Years Group 1 : From March 2023 to March 2053 Group 2 and 3 : From July 2023 to July 2053 Group 4 and 5 : From September 2023 to September 2053
	Return the mangrove area when due		
The carbon credits allocation	The Subsidiary at the rate of 90%	The Subsidiary at the rate of 85%	The Subsidiary at the rate of 70%
	The Department of Marine and Coastal Resources at the rate of 10%	The Department of Marine and Coastal Resources at the rate of 10%	The Department of Marine and Coastal Resources at the rate of 10%
		The other company at the rate of 5%	The Community at the rate of 20%

### 34.2 Mangrove reforestation agreements

Rolling Concept Innovation Company Limited

Siam TC Technology Company Limited and joint invested with other company (see note 34.3) entered into an agreements with Rolling Concept Innovation Company Limited, “Contractor”, to supply and maintain plants on the Mangroves Reforestation for Carbon Credits Project, in according to the Regulations of the Department of Marine and Coastal Resources deal with the mangrove planting and maintenance for organizations or third parties, B.E. 2564, or the mangrove reforestation manual for carbon credits by organizations or third parties B.E. 2564 (revised edition).

	<u>Subsidiary</u>	<u>Joint invested</u>
The agreement value	Baht 352.83 million	Baht 294.66 million
Period	10 Years from September 2022 to September 2032	

#### Payment

- |  |  |
|--|--|
| a) The 1st year, service fee for supplying and saplings planting at the rate of Baht 7,000 – 25,000 per rai, divided into 3 installments | <p>1st installment : 30% of service fee for supplying and saplings planting shall be paid within 15 days from the signing date of the agreement.</p> <p>2nd installment : 40% of service fee for supplying and saplings planting shall be paid within 15 days from the delivery date of saplings.</p> <p>3rd installment : 30% of service fee for supplying and saplings planting shall be paid within 15 days from the completed date of saplings planting.</p> |
| b) The 2nd – 6th year, service fee for planting maintenance  | At the rate of Baht 2,300 – 8,000 per rai  |
| c) The 7th – 10th year, service fee for planting maintenance   | At the rate of Baht 2,000 per rai  |

#### Warranty

- |  |  |
|--|--|
| The Contractor agrees to guarantee the planting and maintenance of plant | To grow and survive throughout the agreement period not less than 80% of those planted |
|--|--|

#### The project developer communities

Siam TC Technology Company Limited. entered into a memorandum of understanding to cooperate in mangrove reforestation projects for carbon credits for communities with registered communities according to the regulations of the Department of Marine and Coastal Resources on the criteria for registration of coastal communities B.E. 2560 "Communities".

	<u>Join with communities</u>
The agreement value	Group 1 : Baht 168.48 million Group 2 and 3 : Baht 400.19 million Group 4 and 5 : Baht 417.67 million
Period	30 Years Group 1 : From March 2023 to March 2053 Group 2 and 3 : From July 2023 to July 2053 Group 4 and 5 : From September 2023 to September 2053
Payment	
a) Subsidies fund	Baht 200,000 per community
b) The 1st year, subsidies	At the annual rate of Baht 450 per rai
c) The 2nd – 30th year, subsidies	At the annual rate of Baht 200 per rai

### 34.3 Joint invest agreement

Other company has been approved by the Department of Coastal Marine Resources, Ministry of Natural Resources and Environment, to join in the mangrove reforestation project for carbon credits.

Siam TC Technology Company Limited has been approved by the Department of Coastal Marine Resources, Ministry of Natural Resources and Environment, to be a co-developer of the mangrove reforestation project for carbon credits with other company.

Siam TC Technology Company Limited entered into a joint investment agreement with other company to operate the Mangrove Reforestation project. Other company transfers the rights and duties on the operation to the subsidiary, which the subsidiary jointly invests by paying for the operating expenses and acts as the operator, responsible for the management and entering into legal contracts related to the operation.

### 35. COMMITMENTS AND CONTINGENT LIABILITIES

Commitments and contingent liabilities as at December 31, 2025 and 2024, consisted of:

#### Commitments

	<i>Baht</i>			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
a) Letters of guarantee issued by the banks regarding to the obligation under the agreement				
Letters of guarantee for				
Contractual performance	334,529,437	298,020,852	124,439,184	127,284,630
Advance received	373,550,108	302,362,594	87,201,334	41,066,014
Tender offers	11,962,015	31,806,507	11,962,015	5,281,775
Consortium's performance	948,396,152	1,095,428,200	948,396,152	1,075,558,200
Purchase of goods	500,000	2,000,000	-	-
b) Commitments regarding to the agreements				
<b>Service/ Subcontractor</b>				
Thai Baht (THB)	1,178,284,948	1,307,906,917	394,427,267	465,053,221
US Dollar (USD)	108,690	-	108,690	-
Yen (JPY)	98,494	-	98,494	-
<b>Service for supply, plant and maintain plants</b>				
The 1 <sup>st</sup> year	74,203,090	69,677,107	-	-
The 2 <sup>nd</sup> - 6 <sup>th</sup> year	398,794,671	438,772,739	-	-
The 7 <sup>th</sup> - 10 <sup>th</sup> year	294,452,760	286,734,760	-	-
The 11 <sup>th</sup> - 30 <sup>th</sup> year	619,352,060	619,352,060	-	-
Total	<u>1,386,802,581</u>	<u>1,414,536,666</u>	<u>-</u>	<u>-</u>
<b>Purchase orders for goods and supplies</b>				
Thai Baht (THB)	256,370,467	171,383,071	189,314,990	54,053,811
US Dollar (USD)	49,822	604,210	49,822	604,210
<b>Purchase land and equipment</b>				
Thai Baht (THB)	-	13,349,500	-	13,342,500
c) The unused letter of credit				
	Currency		2025	2024
The Subsidiary				
US Dollar (USD)			116,028.00	119,235.00

## Contingent liabilities

As at December 31, 2025 and 2024, the Group has contingent liabilities for liabilities guarantees as follows:

			<i>Baht</i>			
			Consolidated and separate financial statements			
			2025		2024	
Guarantor	Guarantee for	Guarantee	Credit limit	Amount/ used	Credit limit	Amount/ used
The Company	Credit facilities from financial institutions	The subsidiary	716,754,506	365,979,596	848,487,250	308,790,904
The subsidiary	Credit facilities from financial institutions	The Company	776,340,000	225,238,974	776,340,000	213,970,871

## 36. FINANCIAL INSTRUMENTS

A financial instrument is any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity.

Significant financial instruments of the Group presented in the statement of financial position principally comprise cash and cash equivalents, deposits at banks, investments, trade and other receivables, unbilled completed work, trade and other payables, bank overdrafts, loan from financial institutions and lease liabilities.

### Risk management policy

The Group are exposed to risks from changes in interest rates and currency exchange rates and risks from non-performance of contractual obligations by counterparties. The Group uses derivatives, as and when it considers appropriate, to manage such risks. In addition, the Group has a policy to enter into contracts with creditworthy counterparties. Therefore, the Group does not expect any material financial losses to arise from that the counterparties will fail to discharge their obligations as stipulated in the financial instruments contracts.

The accounting policies of derivatives are disclosed in note 3 to the financial statements.

#### a) Interest rate risk

Interest rate risk is the risk that future fluctuations in market interest rates will affect the operating result and cash flows of the Group.

The exposure to interest rate risk of the Group relates primarily to their deposits at financial institutions, short-term investment, loan receivables, bank overdrafts and loan from financial institution and leases liabilities. However, as most of the financial assets and liabilities carry floating interest rate which fluctuates in line with the market interest rates or carry fixed interest rate which approximates to the current market interest rate, The Group do not use derivatives to manage their interest rate risk.

	Consolidated		Separate	
	financial statements		financial statements	
	Interest rate		Interest rate	
	Floating	Fixed	Floating	Fixed
<b>As at December 31, 2025</b>				
<b>Financial assets</b>				
Deposits at banks	260,957,167	-	133,035,792	-
Short-term investments	5,739,758	-	1,012	-
<b>Financial liabilities</b>				
Short-term loan from financial institutions	42,550,000	-	-	-
Lease liabilities	-	29,794,257	-	25,299,645
<b>As at December 31, 2024</b>				
<b>Financial assets</b>				
Deposits at banks	96,433,292	-	77,570,978	-
Short-term investments	9,341,810	-	1,000	-
<b>Financial liabilities</b>				
Lease liabilities	-	29,771,331	-	20,750,995

## b) Credit risk

Credit risk refers to the risk that a counter party will default on its contractual obligations, resulting in a financial loss to the Group.

## Cash and cash equivalents

The Group's credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Group considers having low credit risk.

## Trade receivables

The Group is exposed to credit risk primarily with respect to trade and other receivables and loan. However, The Group controls such risk by establishing credit limits for clients and counter parties and analysing their financial position as an ongoing basis. The Group is not expected to have much concentration risk of credit exposure and the maximum possible credit loss is the carrying amount shown in the statement of financial position.

The Group determines the impairment of trade receivables basing on an expected credit loss model which The Group have established and maintain an appropriate credit loss model. The risk management department periodically reviews the parameters and the data used in the credit loss model.

c) Liquidity risk

Liquidity risk is the risk that The Group will be unable to liquidate financial assets and/or procure sufficient funds to discharge obligations in a timely manner, resulting in a financial loss.

The maturity dates of financial instruments held as of December 31, 2025 and 2024, counting from the statements of financial position date were as follows:

	Consolidated financial statement					<i>Baht</i>
	As at December 31, 2025					
	At call	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Short-term investments	209,581,437	5,739,758	-	-	-	215,321,195
Trade and other receivables	-	285,500,014	-	-	-	285,500,014
<b>Financial liabilities</b>						
Short-term loan from financial institutions	-	42,550,000	-	-	-	42,550,000
Trade and other payables	-	397,477,392	-	-	-	397,477,392
Lease liabilities	-	11,926,417	17,867,840	-	-	29,794,257

	Consolidated financial statement					<i>Baht</i>
	As at December 31, 2024					
	At call	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Short-term investments	211,727,798	9,341,810	-	-	-	221,069,608
Trade and other receivables	-	389,168,916	-	-	-	389,168,916
<b>Financial liabilities</b>						
Trade and other payables	-	349,823,194	-	-	-	349,823,194
Lease liabilities	-	14,097,068	15,674,263	-	-	29,771,331

Separate financial statement						
As at December 31, 2025						
	At call	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Short-term investments	209,581,437	1,012	-	-	-	209,582,449
Trade and other receivables	-	172,922,523	-	-	-	172,922,523
<b>Financial liabilities</b>						
Trade and other payables	-	227,063,516	-	-	-	227,063,516
Lease liabilities	-	9,787,179	15,512,466	-	-	25,299,645

Separate financial statement						
As at December 31, 2024						
	At call	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
<b>Financial assets</b>						
Short-term investments	211,727,798	1,000	-	-	-	211,728,798
Trade and other receivables	-	266,039,208	-	-	-	266,039,208
<b>Financial liabilities</b>						
Trade and other payables	-	163,122,881	-	-	-	163,122,881
Lease liabilities	-	7,109,208	13,641,787	-	-	20,750,995

#### d) Foreign exchange risk

Foreign currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group has foreign exchange risk arisen from the fluctuation of foreign exchange rate from purchases, sales, payment of machines and equipment and other receipt and payment which are denominated in foreign currencies. The Group manages that risk by entering forward exchange contracts to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the end of the reporting period also relate to anticipated purchases and sales, denominated in foreign currencies, for the subsequent period.

e) Fair value

The fair value of financial instruments, considerable judgment is necessarily required in estimation of fair value. Accordingly, the estimated fair value presented herein is not necessarily indicative of the amount that could be amid in a current market exchange. The use of different market assumptions and/or estimation methodologies may have a material effect on the estimated fair value.

The fair value information presented herein, does not include fair value information for financial assets and financial liabilities measured at amortized cost if the carrying amount is a reasonable approximation of fair value.

	Consolidated and separate financial statement								<i>Baht</i>
	Carrying amount				Fair value				
	Fair value through profit or loss	Fair value through other comprehensive income	Amortized cost	Total	Level 1	Level 2	Level 3	Total	
<i>As at December 31, 2025</i>									
<b>Financial assets</b>									
<b>Measured at fair value</b>									
Investment in debt instrument	209,581,437	-	-	209,581,437	-	209,581,437	-	209,581,437	
Long-term investment	-	897,370,258	-	897,370,258	17,200,000	-	880,170,258	897,370,258	
<b>Total</b>	<b>209,581,437</b>	<b>897,370,258</b>	<b>-</b>	<b>1,106,951,695</b>					
<i>As at December 31, 2024</i>									
<b>Financial assets</b>									
<b>Measured at fair value</b>									
Investment in debt instrument	211,727,798	-	-	211,727,798	-	211,727,798	-	211,727,798	
Long-term investment	-	890,770,258	-	890,770,258	26,600,000	-	864,170,258	890,770,258	
<b>Total</b>	<b>211,727,798</b>	<b>890,770,258</b>	<b>-</b>	<b>1,102,498,056</b>					

- Level 1: inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.
- Level 2: inputs are inputs, other than quoted prices included within Level 1, which are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs are unobservable inputs for the asset or liability such as the future cash flow estimated by the Group.

Financial instruments measured at fair value

The Group determined Level 3 fair values for financial assets and financial liabilities using valuation techniques as follows:

- Investments in equity instruments which are not actively traded in market were calculated using valuation techniques such as the latest reporting net assets adjusted by relevant factors. This was because the equity instruments were not listed on any stock exchange and there were no recent observable arm's length transactions in the instruments.
- Contingent consideration using the discounted cash flow technique: significant unobservable inputs such as expected cash flows and risk-adjusted discount rate.

### 37. LITIGATION

On March 3, 2023, the Company on behalf of DGI joint venture and the Company itself (the "Plaintiff") filed a lawsuit against the Specialized Financial Institution under the Ministry of Finance (the "Defendant") and relevant officers to : 1) Claim damages for breach of hire contract in the amount of Baht 119.02 million 2) Request the Defendant to revoke the letter of forfeiture of the performance guarantee and 3) Issue a letter to the Procurement and Asset Management Dispute Resolution Committee requesting

to remove the Plaintiff's name from the blacklist of contractors, due to the Defendant failed to accept the work and failed to pay the contract amount, as well as the Defendant's issuance of orders without proper authority, and deliberate acts or omissions in the performance of their duties.

On July 6, 2024, the Defendant filed a countersuit against the Company, to claim the damages for breach of contract, including damages and the performance guarantee, totaling of Baht 267.34 million, to recover the contract payment that had been previously paid following the acceptance of the work and to claim damages for non-compliance with the contract.

On May 27, 2024, the Committee on the Determination of the Powers and Duties among Courts ruled that the case falls under the jurisdiction of the Court of Justice.

The Civil Court scheduled a settlement of issues on June 19, 2024, and scheduled the Plaintiff's witness hearing on February 18 - 19, 2025, and the Defendant's witness hearing on February 25-28, 2025.

The Court postponed the examination of the plaintiff's witness hearing on May 6 – 8, 2026 and May 19, 2026 and the Defendant's witness hearing on May 20 – 22, 2025 and May 26, 2026.

On February 28, 2025, the Court dismissed the case, which the Company as the plaintiff suing the financial institution, by clarifying that a joint venture acted on behalf of the DGI Joint Venture suing the financial institution, which made the Company's accusation duplicated. On June 18, 2025, the Company appealed the judgment to the Appeal Court because the other joint venture was not a direct contracting party to the financial institution therefore was not the representative of the DGI Joint Venture, the exercise of the right to sue is an exercise of personal rights only.

At the present, the litigation is under the consideration of the Court.

The management has assessed that the Company will not incur any losses from the litigation, and therefore, no provisions for contingent liabilities have been made.

## **Associated company**

### **Netbay Public Company Limited**

#### **Lawsuit No. 1**

Associated company engages in business regarding the service provider to link electronic data to the National Single Window (NSW) of the regulator. The regulator does not charge any service fee since the government grants the budget subsidizing for the maintenance of NSW system.

On December 22, 2020, the regulator and the state enterprise, as the service provider, jointly signed a contract regarding the grant of right using the NSW Operator system, stipulating that the service provider are obliged to provide the NSW computer system in place of the former NSW computer system within 730 days (January 1, 2021 - December 31, 2022), the charging of service fees, fees and other expenses, including the terms and conditions for fee charges should be submitted to the Subcommittee of Policy Development and Government of NSW System for consideration and approval before proceeding.

On December 19, 2022, the state enterprise issued an announcement on the requirements for linking data to the NSW system, for the purpose of preparing the commercial opening and service fee charging, starting from February 1, 2023, onwards, and announcing the service fee rates.

Associated company can provide the regulator with the linking service on electronic data to the former NSW system continuing to the present in according to the original right with free of charges.

The state enterprise requested the associated company paying the service fee for electronic data linking with the NSW system. In this regard, the associated company issued a letter to the state enterprise to

dispute the claim of service fee and to indicate that the associated company did not subscribe for the service registering the NSW Service Provider: NSP with the state enterprise.

On September 30, 2024, the state enterprise, the plaintiff, filed a lawsuit against the associated company, the defendant, to the Central Administrative Court for a breach of administrative contract requesting the defendant to pay the service fee for electronic data linking with the NSW system for the period between February 2023 and March 2024, in the amount of Baht 323 million and including the actual usage in every month until the defendant apply to be a user for the electronic data linking service provider, in according to those contract regarding the grant of right using the NSW Operator system signed by the regulator and the state enterprise. The associated company as the electronic data linking service provider via the NSW system to general customers, has linked user data to the NSW system as an electronic data linking service provider, but has not yet complied to the requirements regarding to the linking data with the state enterprise's NSW system and has not made the payment for service fee in according to the state enterprise's invoice since February 2023 until the present.

The legal advisory of the associated company has given legal opinions that the associated company has an administrative contract with the regulator, which is in scope of a public service provision. That administrative contract has not been terminated and still continued effective through the present, in accordingly, the associated company has the right to use the former NSW system as normal business. The contract granting the right to use the NSW Operator system between the regulator and the state enterprise does not affect the right to provide NSW system services between the regulator and the associated company, except that the administration will exercise its power only when there is a public necessity. In addition, the associated company is in the process of file a counter-claim to those service fee charged due to the service rate, terms and conditions for charges have not been approved before proceeding, consequently, the claim on the service fee for electronic data linking with the NSW system is incomplete.

On October 21, 2024, the associated company filed a petition requesting the Court to issue an urgent fact-finding order and urgently consider the case, and a petition requesting the Court to determine measures or methods to protect benefits for temporary relief before the judgment (urgent cases), and a petition to extend the period for submitting statements. Later, on October 29, 2024, the Central Administrative Court dismissed the petition and granted an extension of the time for filing a statement of defense.

On October 31, 2024, the associated company filed an additional statement of facts for consideration of the request for provisional relief measures or methods before the judgment.

On March 31, 2025, the Administrative Court issued an order not to accept the requisition to the Court to determine a method to protect the defendants' benefits during the trial, by clarifying that there were no reasonable causes due to the case did not dispute regarding the right to use the NSW system. If the Court ruled in favor of the associated company, the result would only be that the associated company would not have to pay any money to the plaintiffs.

On April 2, 2025, the Administrative Court issued an order not to accept the issue of jurisdiction and had an opinion that the facts according to the issues submitted were sufficient for the Court to consider or issue an order to decide the case without having to complete the fact-finding process.

On April 30, 2025, the Administrative Court notified the schedule of the end date for the fact-finding process.

On February 10, 2026, the associated company filed a petition requesting the court to issue an order to subpoena documentary evidence.

## **Lawsuit No. 2**

On December 3, 2025, the state enterprise, the plaintiff, filed a lawsuit against the associated company, the defendant, to the Central Administrative Court for a breach of administrative contract requesting the defendant to pay the service fee for electronic data linking with the NSW system for the period between April 2024 and April 2025, in the amount of Baht 425 million.

On February 10, 2026, the associated company filed a petition requesting the court to issue an order to subpoena documentary evidence and to extend the deadline for filing a statement of defense.

At present, the lawsuit is in the process of consideration by the Central Administrative Court.

The management of the associated company considered the legal advisory's opinion and the supporting documents regarding the rights and obligations under the administrative contract, the management believes that the associated company did not act in breach of the administrative contract and will not be affected by any impacts from the mentioned lawsuit. Therefore, the associated company did not provide any provision for loss from the litigation.

### 38. RECLASSIFICATION

The Group had reclassified certain accounts in the financial statement for the year ended December 31, 2024 to conform to the presentation of statements of current year as follows:

	<i>Baht</i>		
	Consolidated financial statements		
	Before	Reclassification	After
<b>Statement of financial position</b>			
Inventories	50,343,816	(7,159,000)	43,184,816
Other current assets	267,798,832	7,159,000	274,957,832
Trade and other payables	350,035,628	(212,434)	349,823,194
Provision for employee benefit	52,847	212,434	265,281

### 39. EVENT AFTER THE REPORTING PERIOD

#### The Company

The Board of Directors' Meeting held on February 26, 2026 passed the resolutions to approve to propose to the General Shareholders' Meeting to consider and approve the dividend payment at the rate of Baht 0.50 per share, totaling of Baht 346.96 million. During the year 2025, the Company paid an interim dividend payment at the rate of Baht 0.25 per share, totaling of Baht 173.48 million. Therefore, the remaining dividend payment will be paid at the rate of Baht 0.25 per share, totaling of Baht 173.48 million, which is determined to pay within May 21, 2026.

Attachment

## Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1640/2025/1774395067093.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1640/2025/1773880146065.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1640/2025/1774062444387.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1640/2025/1774740976283.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment : <https://www.dittothailand.com/en/corporate-governance/policy/>



Attachment 6 : Report of the Audit Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1640/2025/1774062444990.pdf>





**DITTO (THAILAND) PUBLIC COMPANY LIMITED**

235/1-3 Ratphattana Road, Ratphattana,  
Saphansung, Bangkok 10240

